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U.S. CORAL TRIANGLE INITIATIVE (CTI) SUPPORT PROGRAM

# PROGRAM INTEGRATOR

# YEAR 5 WORK PLAN 2012 – 2013

August 2012 (Bangkok, Thailand)



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## **YEAR 4 WORK PLAN 2012 – 2013**

**August 2012 (Bangkok, Thailand)**

Prepared for U.S. Agency for International Development  
by Tetra Tech ARD under Contract No. EPP-I-00-06-00008-00; Order No. EPP-I-07-06-00008-00

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### **DISCLAIMER**

The views expressed in this document do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

CONTENTS.....	i
LIST OF ACRONYMS AND ABBREVIATIONS.....	ii
1.INTRODUCTION.....	1
2.US CTI SUPPORT PROGRAM TEAM.....	3
3.PROGRAM SUPPORT AND INTEGRATION.....	5
Task 1: Coordination of US CTI Support Program and USG Activities in the Region.....	6
Task 2: Coordination with Non-USG Coral Triangle Programs.....	7
Task 3: Internal and External Communications.....	8
Task 4: USAID Administrative Support.....	9
4.REGIONAL SUPPORT AND TECHNICAL ASSISTANCE.....	10
4.1. US CTI Support Program Results Framework and Outputs Table.....	10
4.2. Result 1 - Regional and National Platforms Strengthened to Catalyze and Sustain Integrated Marine and Coastal Management in the Coral Triangle.....	13
4.3. Result 2- Ecosystem approach to fisheries management improved in CT Countries.....	20
4.4. Result 3- Marine Protected Area management improved in CT countries.....	21
4.5. Result 4 - Capacity to adapt to climate change improved in CT countries.....	21
5. ORGANIZATION AND STAFFING.....	23
6.YEAR 5 WORK PLAN ACTIVITY TABLE.....	27
7.PERFORMANCE MANAGEMENT PLAN.....	31
8.US CTI SUPPORT PROGRAM INTEGRATOR GENDER ACTION PLAN.....	44

## LIST OF TABLES AND FIGURES

Table 1. Program Integration and Support Activities.....	9
Figure 1. Results Framework for the US CTI Support Program.....	11
Table 2. US CTI Endgame Strategy Result Statements for Year 4 and Year 5.....	12
Table 3. Outputs and Activities for Intermediate Result 1.1.....	13
Table 4. Outputs and Activities for Intermediate Result 1.2.....	16
Table 5. Outputs and Activities for Intermediate Result 1.3.....	18
Table 6. Outputs and Activities for Intermediate Result 1.4.....	19
Table 7. Outputs and Activities for Intermediate Result 4.1.....	22
Table 8. US CTI Support Program Integrator Staffing Plan.....	24
Figure 2. Organizational Structure of the US CTI Support Program Integrator.....	26
Table 9. Year 3 Activity Tables.....	27
Table 10. Indicators for the US CTI Support Program.....	34
Table 11. Life of Program Outputs and Outcomes Table for the US CTI Support Program.....	54

# LIST OF ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
ARD	Associates in Rural Development
AOTR	Agreement Officer's Technical Representative
ASEAN	Association of South East Asian Nations
CBO	Community Based Organizations
CC	Climate Change
CCA	Climate Change Adaptation
CCA REAP	Climate Change Adaption Region-Wide Early Action Plan
CCC	CTI Coordination Committee
CI	Conservation International
CMWG	Coordination Mechanisms Working Group
COASTFISH	Coastal Fisheries and Poverty Reduction Initiative
COP	Chief of Party (USAID), or Conference of Parties
COTR	Contracting Officer's Technical Representative
CRCP	NOAA Coral Reef Conservation Program
CT	Coral Triangle
CT6	Coral Triangle Countries (Indonesia, Malaysia, Philippines, Papua New Guinea, Solomon Islands, East Timor)
CTC	Coral Triangle Center
CTI	Coral Triangle Initiative
CTI-CFF	Coral Triangle Initiative for Coral Reefs, Fisheries and Food Security
CTICOM	Coral Triangle Initiative Council of Ministers
CTI LN	CTI Learning Network
CTMPAS	Coral Triangle MPA System
CTNI	Coral Triangle Network Initiative
CRC	Coastal Resource Center, University of Rhode Island
CTSP	Coral Triangle Support Partnership
DA-BFAR	Philippines Department of Agriculture-Bureau of Fisheries and Aquatic Resources
DCOP	Deputy Chief of Party
EAFM	Ecosystem Approach to Fisheries Management
EBFM	Ecosystem-Based Fisheries Management
FISH	Fisheries Improved for Sustainable Harvests Project (USAID)
GEF	Global Environment Facility
ICO	Information, communications, and outreach
IEC	Information Education and Communication

IR	Intermediate Result
IMCM	Integrated Marine and Coastal Management
IUU	Illegal, unreported, and unregulated fishing
LEAP	Local Early Action Plans
LGA	Local Government Associations
LGN	Local Governance Network
LGU	Local Government Units
LMMA	Locally Managed Marine Area
LN	Learning Network
LRFT	Live reef Fish Trade
LRFFT	Live reef Food Fish Trade
MDC	Mayors Development Center
M&E	Monitoring and Evaluation
MEWG	Monitoring and Evaluation Working Group
MM	Ministerial Meeting
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSC	Marine Stewardship Council
MSI	Marine Science Institute, University of the Philippines
NCC	National Coordination Committee
NGO	Non-Governmental Organization
NMFS	National Marine Fisheries Service
NOAA	National Oceanic and Atmospheric Administration
NOAA CRCP	NOAA Coral Reef Conservation Program
NOS	National Ocean Service
NPOA	National Plan of Action
PEMSEA	Program for the Environmental Management of the Seas of East Asia
PCG	Program Coordination Group
PI	Program Integrator
PMP	Performance Management Plan
PNG	Papua New Guinea
PPP	Private-Public Partnerships
RAA	Regional Activity Areas
RAT	Regional Action Team
RBF	Regional Business Forum
RDMA	Regional Development Mission/Asia

REAP	Region-Wide Early Action Plan
REDD	Reducing Emissions from Deforestation and Forest Degradation in Developing
RPOA	Regional Plan of Action
SGP	Small Grants Program
SOM	Senior Officials Meeting
SPREP	South Pacific Regional Environment Program
SSME	Sulu Sulawesi Marine Eco-region
TAT	Technical Assistance Team
TNC	The Nature Conservancy
TOR	Terms of Reference
TWG	Technical Working Group
UP MSI	University of the Philippines Marine Science Institute
URI	University of Rhode Island
USAID	United States Agency for International Development
US CTI	US Coral Triangle Initiative Support Program
USG	United States Government
WWF	World Wildlife Fund
WG	Working Group
WRI	World Resources Institute

# I. INTRODUCTION

Tetra Tech ARD was awarded Task Order EPP-I-07-06-00008-00 on September 3, 2008, to provide program integration and technical support for a unified US government response to the Coral Triangle Initiative.

## I.1 Overview of the US CTI Support Program

The Coral Triangle (CT) covers nearly 2.3 million square miles of ocean, encompassing all or parts of Indonesia, Malaysia, Papua New Guinea, the Philippines, the Solomon Islands, and Timor-Leste (the CT6). The Coral Triangle is the epicenter of marine biodiversity on the planet with over 500 species of reef-building corals and 3,000 species of fishes. Its biological resources sustain the lives of more than 126 million people in the region and benefit millions more worldwide. Yet the marine and coastal natural resources of the Coral Triangle, and the many goods and services they provide are at immediate risk from a range of factors. These factors adversely impact food security, employment opportunities, and the quality of life the people who depend on marine resources for their livelihoods.

The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) is a multilateral partnership founded on the commitment of the six Coral Triangle countries to accelerate efforts to safeguard coastal and marine resources and the communities that rely on them. Despite increased investment and efforts by governments and organizations to improve management, the condition of the resources continues to decline. Coral reefs and fisheries are being subjected to increasing threats from population growth in coastal areas, overfishing, and changes in oceanographic conditions, including increase in sea surface temperature and ocean acidification, resulting from climate change.

### Program Approach

- Assist Government with Enabling Conditions
- Build Capacity and Strengthen Institutions
- Build Constituencies
- Enhance Decision Making Support Capacity

Regional commitment and cooperation is expected to catalyze, expand, and sustain national and local-level implementation efforts through the development and adoption of the CTI Regional Plan of Action (RPOA). Within the broad framework of the CTI Regional Plan of Action, the six countries are implementing National Plans of Action (NPOAs), as well as working together to identify and implement those actions that require regional cooperation. CTI thus encompasses a distinctively regional approach, building on country-driven priorities and actions. Management of the CTI is coordinated through a Regional Secretariat, currently based in Indonesia. Coordinating structures and arrangements, including agreement on establishment of the permanent Regional Secretariat and related agreements for host country, staffing, and financing, remain under reviewed by CT6 countries, which are expected to ratify the agreements and establish the permanent Secretariat in 2013.

The U.S. Coral Triangle Initiative Support Program represents the US Government's (USG's) commitment to support the efforts of the CT6 countries. The U.S. Agency for International Development (USAID) Regional Development Mission for Asia (RDMA) in Bangkok, Thailand is supporting regional and national implementation through the National Oceanic and Atmospheric Administration (NOAA), a Program Integrator, and the Coral Triangle Support Partnership (CTSP) implemented by a consortium of NGOs composed of the World Wildlife Fund (WWF), The Nature Conservancy (TNC), and Conservation International (CI).

As part of the US commitment to the CTI, RDMA provides a US CTI Support Program Integrator (PI) through a task order under the USAID PLACE contract to ARD Inc., now Tetra Tech ARD. Modeled after the U.S. Indian Ocean Tsunami Warning System (IOTWS) Program, the PI was designed to provide coordination support to the various USG agencies and partners, including other donors, providing strategic technical support to the region, and for supporting RDMA in facilitating a unified USG response to CTI needs and objectives. USAID bilateral missions in the Philippines and Indonesia are also contributing to the US CTI Support Program through existing marine-related projects in their respective countries. The U.S. Department of State continues to provide support at the policy and political engagement level after a grant to TNC to assist the development of the CTI Regional Secretariat in Jakarta, Indonesia was completed in December 2010.

## 1.2 Overview of the Program Integrator

As with CTI itself, the US CTI Support Program is a complex, multi-stakeholder initiative with numerous funding and implementing organizations working at regional, national, and local levels. As a result, significant coordination challenges exist. Some of the benefits of strengthened coordination include multiplying impact through synergy; harmonizing release of technical information; ensuring efforts are not duplicated; streamlining engagement with beneficiaries to minimize transaction costs; and exploiting opportunities to capture and apply lessons through an approach of adaptive management.

The PI supports the US CTI Support Program by coordinating consolidated planning and reporting, facilitating adaptive management, and providing strategic technical support to the region. The PI objective is to support RDMA in facilitating a unified USG response to CTI that is sustainable and CT6 led, and to facilitate regional exchange among CTI stakeholders that advances implementation of the RPOA. The PI promotes gender equity and equality through its US CTI Support Program support task and technical efforts through the application of gender analysis and integration (Section 8). The PI focuses its efforts where catalytic support is targeted to achieve sustainable impacts at appropriate levels and scale in concert with CTSP programming, the science and technology contributions of NOAA, and building on USAID's five decades of development work across the region.

## Work Plan Organization

This Year 5 Program Integrator Work Plan provides an overview of the planned activities and outcomes for the 12 month period of implementation from October 1, 2012 – September 3, 2013. The work plan structure has been modified to build on the Program's Results Framework with an additional Outputs/Outcomes Table as well as a US CTI End Game strategy that was finalized by the Program team in July 2011. This work plan is organized as follows:

- Section 1 Introduction
- Section 2 US CTI Support Program Team
- Section 3 Program Support and Integration
- Section 4 Regional Support and Technical Assistance
- Section 5 PI Organization and Staffing

### Shared USAID Indicators to Measure Program Progress

1. Number of hectares in areas of biological significance under improved management
2. Number of hectares under improved natural resource management as a result of USG assistance
3. Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented
4. Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation
5. Number of laws, policies, agreements, or regulations addressing climate change proposed, adopted, or implemented as a result of USG assistance
6. Number of public-private partnerships formed
7. Number of climate change vulnerability assessments conducted as a result of USG assistance
8. Number of institutions with improved capacity to address climate change issues as a result of USG assistance.
9. Number of women or girls receiving training in natural resources management and/or biodiversity conservation as a result of USG assistance.
10. Number of stakeholders in Timor-Leste with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance.



- Section 6 Year 5 Work Plan Activity Tables
- Section 7 Performance Management Plan
- Section 8 Gender Plan
- Section 9 Life of Program Outputs and Outcomes for the US CTI Support Program

This work plan will be integrated with the Year 5 work plans of the US CTI Support Program partners into the US CTI Support Program Annual Consolidated Work Plan. It will also address Program completion, transition and closeout planning in relevant sections.

## 2. US CTI SUPPORT PROGRAM TEAM

As one of the CTI stakeholders, the US CTI Support Program is composed of USAID, the U.S. Department of State, NOAA, the NGO Consortium of WWF, TNC and CI which implements the USAID-funded Coral Triangle Support Partnership (CTSP) and Tetra Tech ARD which serves as the Program Integrator (PI) through a USAID contract. USAID RDMA serves as lead and provides overall management of the program, in coordination with USAID missions in the Philippines, Indonesia, Washington D.C., and the U.S. Department of State.

### **U.S. Agency for International Development – Regional Development Mission for Asia (USAID RDMA)**

USAID provides overall coordination and administrative support for the integrated USG program from its Regional Development Mission for Asia (RDMA), located in Bangkok, Thailand. USAID/RDMA is coordinating directly with appropriate USAID Mission personnel and programs in Indonesia and the Philippines, as well as internally within USAID with RDMA's Regional Environment Office and USAID Washington and the State Department. USAID manages the PI for the US CTI Support Program and works and coordinates directly with the NGO Consortium, USG agency partners.

*Point of Contact:* Renerio Acosta, US CTI Support Program Manager and Contracting Officer's Technical Representative (COTR)/ Agreement Officer's Technical Representative (AOTR), USAID Regional Development Mission for Asia, Tel. +66-2-263-7972; email: [racosta@usaid.gov](mailto:racosta@usaid.gov).

### **USAID Indonesia**

USAID Indonesia is actively engaged in the US CTI Support Program through direct coordination with the Indonesia government and with specific projects implemented in coastal areas of Indonesia. USAID Indonesia has also signed a Participating Agency Program Agreement (PAPA) with the U.S. Department of Justice to support improvement of maritime and forestry-related law enforcement activities in Indonesia.

*Point of Contact:* Ms. Celly Catharina, Marine Specialist, email: [ccatharina@usaid.gov](mailto:ccatharina@usaid.gov).

### **USAID Philippines**

USAID Philippines is actively engaged in the US CTI Support Program through direct coordination with the Philippines government and with specific projects implemented in coastal areas of the Philippines including the ECOFISH, which has been recently awarded and is expected to launch activities in August-September 2012.

*Points of Contact:* Rebecca Guieb, Tel: +63-928-503-9046; email: [rguieb@usaid.gov](mailto:rguieb@usaid.gov); and Rolf Anderson, Tel. + 632-552-982; email: [randerson@usaid.gov](mailto:randerson@usaid.gov).

## **USAID Timor-Leste**

USAID Timor-Leste has been actively involved in supporting US CTI Support Program efforts as part of its Economic Growth portfolio. In 2010, the USAID Timor-Leste mission made a decision to directly provide funding to CTSP to support the efforts of Timor-Leste in implementing its CTI National Plan of Action and contribute to the implementation of the CTI Regional Plan of Action.

*Point of Contact:* Roger Ryder, Office Director, Governance and Health Programs. Tel: + 670-723-0573; email: [ryrogers@usaid.gov](mailto:ryrogers@usaid.gov)

## **U.S. Department of State**

The State Department has played a critical role in supporting the CTI Regional Secretariat through a grant managed through The Nature Conservancy. The grant, which concludes in December 2010, supports the *Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security*, primarily through supporting the development of a viable, regional CTI Secretariat; effective National Coordination Committees (NCCs) in the three Southeast Asian countries in the Coral Triangle (CT); and the most important meetings under the CTI Roadmap (i.e. Ministerial Meeting and CT Summit), plus an initial meeting on implementation of the CTI Regional Plan of Action (RPOA) following its approval. These three foundational elements will be critical to the long-term success of the Coral Triangle Initiative.

*Point of Contact:* Christine (Chris) L. Dawson, Tel. +1202-647-4683; email [dawsoncl@state.gov](mailto:dawsoncl@state.gov).

## **U.S. Department of Commerce - National Oceanic and Atmospheric Administration (NOAA)**

NOAA's scientists, marine managers and marine resource technical experts provide strategic technical support to the US CTI Support Program based on ongoing programs, and in response to need defined at country and regional levels. NOAA's support to CTI includes both regional and Indonesia-specific components. NOAA provides a critical link at the government-to-government level and between government and academic institutions. The new International Strategy of NOAA's CRCP identifies the Coral Triangle as one of its four priority regions worldwide. This builds upon NOAA's long history of engagement in the CT Region providing training, technical assistance, and funding to governments and NGOs on projects such as protected species conservation, fisheries management, coastal management, and others. In the US CTI, NOAA's regional program draws upon the expertise and staff of multiple line offices, including but not limited to: National Ocean Service/Coral Reef Conservation Program (NOS/CRCP), NOS/International Programs Office, NOS/Office of National Marine Sanctuaries, National Marine Fisheries Service/Office of Law Enforcement, NMFS/Office of International Affairs, Ocean and Atmospheric Research/Sea Grant, and Office of International Affairs, with NOAA's primary Point of Contact coming from the CRCP. Additional NOAA programs and offices are expected to be tapped as further CTI needs (methodologies, strategies and tools) are refined over the course of the 5-year US CTI Support Program.

*Points of Contact:* Janna M. Shackeroff, International Coordinator, NOAA Coral Reef Conservation Program, Tel: +1 (301) 713-3155 x143; email: [Janna.Shackeroff@noaa.gov](mailto:Janna.Shackeroff@noaa.gov).

## **Coral Triangle Support Partnership (CTSP)**

CTSP is a five-year project executed by a consortium of NGOs led by WWF, in partnership with TNC and CI. CTSP is aimed at directly supporting catalytic and transformational activities to help implement the CTI Regional and National Plans of Action in specified priority geography areas of the six CTI countries. The CTSP long-term objective is to improve the management of biologically and economically important coastal and marine resources and associated terrestrial ecosystems that support the livelihoods of peoples and economies in the Coral Triangle. In all countries, CTSP works to engage the private sector, establish and strengthen capacity development and training institutions, strengthen national CTI coordinating committees and civil society institutions. In each CT6 country, CTSP is establishing at least one national learning site in which all US CTI Support Program's results areas (strengthened national and regional platforms, application of ecosystem approach to fisheries management, improved marine protected area management and increased capacity to adapt to climate) are demonstrated. The CTSP consortium works with the CT6 to create opportunities to take advantage of the Consortium's international reach to leverage additional assistance from other private, bi-lateral and multi-lateral donors. Particularly important is CTSP focus on identifying sustainable sources of financing from within national and sub-national government budgets, and through non-governmental sources such as the private sector.

*Point of Contact:* Maurice Knight, CTSP Chief of Party; email: [Maurice.Knight@wwfus.org](mailto:Maurice.Knight@wwfus.org).

## **Program Integrator (PI)**

The PI, funded by USAID/RDMA, provides coordination, technical and administrative support to the US CTI Support Program, to CTI Partners and to the countries of the Coral Triangle Initiative. The PI assists in coordinating US CTI Support Program efforts in achieving and reporting the overall expected results for the USG program. Additionally, the PI provides strategic technical support, analyses, assessments, coordination and capacity support at the regional level, manages regional exchanges and a small grants program, support coordination among CTI Partners and provides direct support to the CTI Regional Secretariat and coordinating structures.

*Point of Contact:* Peter Collier, Chief of Party, Tel. +66-2-637-8518; email: [pcollier@uscti.org](mailto:pcollier@uscti.org).

# **3. PROGRAM SUPPORT AND INTEGRATION**

PI Program Support and Integration activities are described under the four task areas consistent with the original USAID Task Order. The PI's implementation of effective coordination strategies and mechanisms maximize impact and facilitate the development and communication of a unified USG contribution to the CTI that is technically sound, culturally appropriate, and gender-sensitive.

In Year 5, the PI will continue with its coordination, communications and administrative support with an emphasis on transition and handover of key contributions, concluding with a smooth program closeout process in 2013. This includes supporting the CTI Secretariat to assume take over management and leadership of communications and outreach efforts including full management of the CTI Secretariat website and key communications materials such as the CTI Secretariat Newsletter, and representation in international and regional events. The PI will also work with the CT6, Secretariat and Partners to broaden the Partner pool to encourage new donors to the CTI and to take over the PI coordination role that it has led to date.

The PI will also put greater emphasis on gender integration as part of its hand-over and strategy efforts. This includes making a conscious effort to include gender as a formal topic of discussion in its work

streams and planning efforts. The PI will also support USAID and US CTI Support Program Team partners in coordinating the program completion and transition process, including reporting and closeout requirements.

### **Task 1: Coordination of US CTI Support Program and USG Activities in the Region**

A successful and well-coordinated US CTI Support Program includes effective and regular communication among team members; efficient program planning, monitoring and reporting; coordinated implementation at regional, country, and local levels; clear and consistent messages and information about program activities, progress, and directions delivered to CTI partners; and synergies created that enable the program to be more than the just the sum of its parts.

The PI will continue working with the US CTI Support Program team to apply a set of management tools that facilitate the consolidation of Program efforts towards achievement of goals which in Year 5 will be framed by the US CTI End Game strategy. These tools include the Common Results Framework, a Consolidated Work Plan, a Consolidated Performance Monitoring Plan (PMP), coordinated and integrated reporting mechanisms, as well as a US CTI Consolidated Communications Plan. The PI provides a forum for the US CTI Support Program team to communicate, assess, evaluate, and refine strategies and activities in the region in light of changing or new circumstances at regional and national levels and incorporating new information. US CTI Support Program planning and reporting products developed or integrated by the PI include:

- Consolidated Annual Work Plan
- Consolidated Annual Performance Management Plan
- Regional Activity Team Charging Document and Strategies
- Consolidated planning and performance data as inputs to RDMA operational planning and performance reviews
- Weekly, Monthly and Quarterly Program Updates
- Program Web Portal and Work Spaces
- Monthly Program Bullets
- Consolidated Progress Reports and Quarterly Results Briefs

In Year 5, the PI will continue to implement the consolidated communications plan which addresses internal and external flows of information that includes regular program coordination calls, an integrated planning process, the US CTI Support Program Portal and website and Team Workspaces. The PI plans, schedules and conducts calls, communications and planning efforts of the Program Coordination Group, as confirmed at the July 2009 Program Coordination Meeting, with calls conducted on a quarterly basis or as needed. The PI schedules and facilitates regular Communications Team calls and Core Management Team calls and drafts and circulates minutes. The PI also conducts regular Regional Activity Team calls to support the coordination and work of the Regional Activity Teams. The PI will continue to conduct PI Team Calls on a regular basis. The PI plans, facilitates and prepares proceedings for annual US CTI Support Program Coordination Meetings and other planning meetings as requested by USAID and the US CTI Support Program Team.

The PI also supports the facilitation and coordination of teams to lead program efforts under regional activity areas identified for integrated implementation under the US CTI Support Program. In Year 5, US CTI Support Program Regional Activity Teams, which were developed in Year 2 of the Program and consisted of key technical representatives from CTSP, NOAA and the PI, will be focused on handover and sustainability of key program elements in the US CTI's primary technical result areas: ecosystem approach to fisheries management (EAFM), led by CTSP; marine protected area management (MPA) and

capacity to adapt to climate change (CCA). CTSP is designated Program lead for EAFM and MPA regional efforts with supporting participation of NOAA and the PI, and the PI is designated Program lead for CCA regional efforts with supporting participation of CTSP and NOAA.

The Program's Regional Activity Teams will review resources and coordination and finalize handover strategies based on the outcomes of the CTI Regional Priorities Coordination Workshop to be conducted in 2013. Regional Activity Teams will continue to provide technical support to the TWGs working to promote TWG self-sufficiency and sustainability. Regional Activity Teams leads will present and review activities planned as well as report on outcomes with the Program Core Management Team. Regional outputs and outcomes for the life of the US CTI Support Program are outlined in Table 2.

Finally, the PI will work intensively to support implementation of the US CTI End Game Strategy which was finalized in July 2011 (See Annex 9). PI Program and USG coordination activities will be focused on facilitating implementation of the End Game strategy to maximize synergy, sustainability and ensure effective and efficient handover of Program outputs by scheduled closeout in September 2013. As part of the program completion and handover process, the PI will coordinate with US CTI and CTI Secretariat, Countries and Partners in conducting a CTI Partnership Conference before closeout to present key achievements and strategies for handover of US CTI developed tools, products and initiatives with other partners.

## **Task 2: Coordination with Non-USG Coral Triangle Programs**

Following the first CTI Senior Officials Meeting in 2007, the CT6, NGOs, and multilateral and bilateral donors accelerated their efforts to fund programs to support CTI. As a result, CTI-related programs are being developed and implemented by organizations such as the Asian Development Bank (ADB) with funds from the Global Environment Facility (GEF), and country-specific bilateral donor agencies. During the spring of 2012 Australia updated its CTI implementation plan which it is in the process of implementing. Task 2 is designed to facilitate information sharing with non-USG programs to avoid duplication of efforts, leverage funding, and plan activities to achieve overall CTI goals and objectives defined in the CTI RPOA.

Donor coordination efforts are being conducted through meetings, dialogue and participation in regional and national donor forums. Donor agency representatives are invited to US CTI Support Program planning workshops to share information, and the PI facilitates regular CTI Partner Teleconference Coordination Meetings which include all CTI Partners and the Regional Secretariat. Program planning and implementation data, including point of contact, technical and geographic scope, status, and implementation timeline from ongoing and proposed non-USG Coral Triangle programs, are compiled from program design documents and implementation plans.

This CTI Projects Database is maintained by the PI with reports provided to RDMA, the CTI Secretariat and Partners on demand. The Projects Database captures assessments and status reports of other donor programs and is updated to reflect changes in status and funding. The PI also maintains an calendar of all CTI-related conferences, meetings, events, symposium and forums on it's the US CTI Support Program website. The calendar, which is updated regularly, helps ensure that partners' activities do not overlap and highlight windows of collaboration with other organizations.

The PI maintains a complete and up-to-date contacts and mailing database which includes over 700 key stakeholders and decision-makers working directly or indirectly on the Coral Triangle as well as experts on the field of marine and coastal resource management. The corresponding mailing list is also made available to the CTI Regional Secretariat for the distribution of communication materials and other announcements.



In Year 5, the PI will focus on continuing coordination efforts with Partners to support a number of key End Game and CTI Roadmap deliverables. These include establishment of the permanent CTI Secretariat; support to conduct of CTI meetings and events including the upcoming SOM 9/MM4 in November 2012; support to the CTI Technical Working Groups; implementation of the 2012 Business Forum; support to CTI Secretariat overall capacity with a specific focus on Communications and Outreach efforts; development of CTI Learning Networks ; support for the conduct of a Partner Dialogue and outreach efforts to new Partners; and the development of the Regional State of the Coral Triangle Support. The PI will continue to leverage resources and political will from Partners for key Program efforts and CTI priorities. It will also actively work to ensure handover and transition plans are fully coordinated with Partners in Year 5 to ensure timely and appropriate closeout.

### **Task 3: Internal and External Communications**

The PI continues to develop key communication pieces for the US CTI Support Program and coordinates the drafting, review and submission of a range of regularly produced products including Weekly Updates, Monthly Updates, success stories, fact sheets, progress reports, presentations, and outreach collaterals supporting the program's result areas for USAID RDMA and other communications channels. These materials are included in the CTI-CFF Website and Facebook page; the US CTI Support Program website and Facebook Page; EcoAsia e-newsletters; and other outlets.

By Year 5, the PI will retire the CTI Partner Portal following the migration of all CTI documents workspace functions to the CTI website, and selected US CTI Support Program management documents to a new streamlined US CTI Program Portal housed within the US CTI website. The CTI Regional Exchange files libraries that were previously housed in the CTI Partner Portal will also be integrated in the CTI Technical Working Group workspaces that were created in Year 4. These workspaces are also being expanded to support the development of CTI Learning Networks and will continue to be the main online platform through which regional activity and other teams and working groups plan, coordinate, share information and implement their work.

In year 5, The PI will continue to manage the US CTI Support Program web site for the broader public. The website will continue to capture and amplify the program's success stories and achievements and its ability to promote the participation of women and other traditionally marginalized groups in CTI activities. The website will remain as a central focal point for communicating information about the program to external audiences. The website includes sections about the US CTI Support Program, program partners, calendars, fact sheets, frequently asked questions, information and resources and a section containing program updates. It will also link to the CTI website, the NOAA website, the CTSP website. In addition, it will continue to serve as a gateway to the password-protected US CTI Support Program Regional Action Team workspaces and online database of program-related documents and materials.

In Year 5, the PI will complete its US CTI End Game and transition and handover strategy as it relates to Communications and Outreach activities. The PI will include support the CTI Secretariat in its leadership role and position as official voice for the CTI and strengthen its presence at the regional and international stage. The PI will expand support to the CTI Secretariat to conduct communications activities leveraging US CTI-supported activities as well as partner activities, and international events. The PI will continue to develop and transition management of the CTI-CFF Website to the Secretariat . Further description is provided under section IR 1.2.

The PI will link its outreach activities to major products developed under the program. For example, the PI could adapt and dub the WRI-animated video *Polyps in Peril* to a CTI-focused audience that builds on

the *Reefs at Risk Revisited* report. It will also build on outreach activities in Year 4 such as the Coral Triangle Day and increased program presence in international events and activities.

#### Task 4: USAID Administrative Support

The PI is working with USAID RDMA on a daily basis providing regular and special reports, updates and analyses; scheduling, preparing and conducting meetings; preparing briefs, speeches, talking points, communications, cable and other materials; completing requests for information; and supporting US participation in CTI meetings, events and activities. Final planning and reporting workshops will be held to develop finalize the Year 5 Consolidated Annual Work Plans and to incorporate changes in technical, management, and administrative approaches based on lessons learned. Table I. identifies specific Year 5 integration and support activities by Quarter.

**Table I. Program Integration and Support Activities**

Activity	Individual Lead	Partners	FY12			
			Q1	Q2	Q3	Q4
Prepare US CTI Support Program Consolidated Annual Work Plan	N. Mattich	CTSP, NOAA	■			
Prepare Consolidated Program Performance Management Plan	N. Mattich	CTSP, NOAA	■			
Update and implement Consolidated Program Communications Plan	C. Macpherson	CTSP, NOAA	■	■	■	■
Conduct Regular Program Core Management Team Calls	C. Macpherson	CTSP, NOAA	■	■	■	■
Conduct Regular CTI Partner Coordination Calls	C. Macpherson	All CTI Partners	■	■	■	■
Share approaches and lessons for improved coordination of regional activities with CTI Secretariat	W. Jatulan	CTSP, NOAA	■	■	■	■
Ensure timely completion of Program regional activity reports	W. Jatulan	CTSP, NOAA	■	■	■	■
Support USAID coordination with CTI Regional Secretariat and CTI Partners	P. Collier	CTSP, NOAA	■	■	■	■
Coordinate development, maintenance and dissemination CTI Projects Database	V. Raksakultai	All CTI Partners	■	■	■	■
Respond to communications and other coordination and materials needs of RDMA	P. Collier	CTSP, NOAA	■	■	■	■
Ensure timely completion of monthly program updates and communications products	L. Gallardo	CTSP, NOAA	■	■	■	■
Maintain and update CTI Partner Portal and conduct quarterly Portal reviews and recommend improvements	L. Gallardo	CTSP, NOAA	■	■	■	■
Review and implement US CTI Support Program reporting procedures	N. Mattich	CTSP, NOAA	■	■	■	■
Compile planning and performance data for RDMA	N. Mattich	CTSP, NOAA	■		■	
Prepare Monthly US CTI Support Program Bullets	N. Mattich	CTSP, NOAA	■	■	■	■
Prepare Weekly, Monthly and Quarterly US CTI Support Program Updates	L. Gallardo	CTSP, NOAA	■	■	■	■
Prepare Program Integrator Quarterly and Semi Annual Progress Report	N. Mattich	CTSP, NOAA		■		
Prepare US CTI Support Program Final Report	C. Macpherson	CTSP, NOAA	■			

## 4. REGIONAL SUPPORT AND TECHNICAL ASSISTANCE

Within the US CTI Support Program, the Program Integrator provides regional support and technical assistance to the CT6 and CTI bodies. As a regional project, the PI focuses its support to CTI through activities that help:

- Achieve outcomes requiring collective action that cannot be achieved by one country alone,
- Strengthen economies of scale through use of common platforms and tools,
- Strengthen national/local capacity development through regional exchange and learning,
- Adopt a harmonized position that is context-based for policy reform,
- Focus catalytic support on efforts to strengthen CT6 leadership and achieve sustainable impacts, and
- Forge a CTI regional identity.

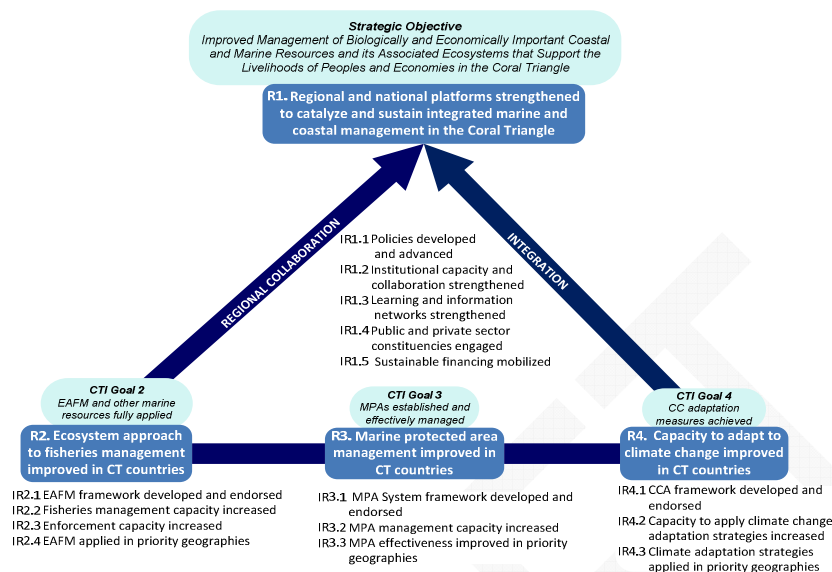
This section provides an overview of the results framework and details the life of project plan for the PI.

### 4.1. US CTI Support Program Results Framework and Outputs Table

The US CTI Support Program Results Framework consists of four results statements that capture the outcomes and impacts of activities over the life of the program (See Figure 1). US CTI Support Program results have been aligned to match three of the five goals under the CTI RPOA related to EAFM, MPA and CCA; the first result addresses overarching regional and national platforms. Two CTI goals -- those addressing seascapes and endangered species -- are outside of the scope of the US CTI Support Program and therefore not specifically addressed within the Results Framework, although elements of these two goals are indirectly supported at the regional and country levels as a byproduct of activities implemented under the Results Framework. For example, the work of the CTI M&E Working to which the Program will provide support is anticipated to include the development of indicators that address all nine CTI Priorities including RPOA Goals 1 and 5. By focusing on the Results Framework, the US CTI Support Program can be strategic in targeting its resources both geographically and programmatically. Each result includes a set of more specific Intermediate Results (IRs) that when implemented, will roll up and contribute to meeting the broader result. In addition, USAID has provided a common set of program indicators that have been tagged to each IR and will be used to report on progress of the US CTI Support Program.



**Figure 1. Results Framework for the US CTI Support Program**



The major thrusts of the PI's work over the life of project will address Results 1 and 4. In addition, the PI will continue to support coordination and implementation of some activities of the US CTI Support Program Team in Results 2 and 3.

The US CTI Support Program Results Framework consists of four results statements that capture the outcomes and impacts of activities over the life of the program (See Figure 1). US CTI Support Program results have been aligned to match three of the five goals under the CTI RPOA related to EAFM, MPA and CCA; the first result addresses overarching regional and national platforms. Two CTI goals -- those addressing seascapes and endangered species -- are outside of the scope of the US CTI Support Program and therefore not specifically addressed within the Results Framework, although elements of these two goals are indirectly supported at the regional and country levels as a byproduct of activities implemented under the Results Framework. For example, the work of the CTI M&E Working to which the Program will provide support is anticipated to include the development of indicators that address all nine CTI Priorities including RPOA Goals 1 and 5. By focusing on the Results Framework, the US CTI Support Program can be strategic in targeting its resources both geographically and programmatically. Each result includes a set of more specific Intermediate Results (IRs) that when implemented, will roll up and contribute to meeting the broader result. In addition, USAID has provided a common set of program indicators that have been tagged to each IR and will be used to report on progress of the US CTI Support Program.

## End Game Strategy

In July 2011, the US CTI team developed its End Game Strategy defining major outputs, outcomes, work streams, and key activities primarily for Results 1 and 4 over the remaining two years of the US CTI Support Program. This strategy directly supports critical regional priorities adopted by the CT6 in May 2010 and builds from significant successes of the PI providing regional support and technical assistance over the first three years of the project. The strategy has been developed to ensure sustainability of Program efforts and provide mechanisms for US CTI handover of key outputs including documents, tools, and platforms.

**Table 2. US CTI Endgame Strategy Result Areas for Year 4 and Year 5**

**1. CTI Secretariat and Coordinating Structures Established to Sustain Impact**

- Limited support provided to the CTI Regional Coordinator (PI)
- Support to evaluate progress towards goals identified in the Regional Priorities Workshop (PI)
- Mobilize and strengthen NCCs and TWGs (i.e. MPA, EAFM, CCA, Monitoring and Evaluation WG, & Sustainable Finance WG) (PI, CTSP, NOAA)
- Coordination support provided to US Government Agencies and CTI Development Partners (PI)
- Communications support to the CTI Secretariat (PI)
- Writing support to State of the Coral Triangle Report and CTI Annual Report (PI, CTSP)
- Establish a regional learning network, initially through the Coral Triangle Center (i.e. work with thematic teams, TWGs, and other institutions to collect and share tools, case studies, curricula, and other knowledge products through an interactive online portal) (PI, CTSP, NOAA)
- Mobilize CTI Local Governance Network to catalyze local government political will (PI, CTSP)

**2. EAFM Regional Framework Adopted and Guidelines Developed for National Operationalization**

- EAFM regional framework and 10-year road map formulated (CTSP, PI, NOAA)
- National EAFM operational guidelines developed (CTSP, PI, NOAA)
- Legal analysis for EAFM and Illegal Unreported, and Unregulated Fisheries completed and shared (NOAA, CTSP, PI)
- Limited support to establish the Live Reef Fish Trade international standards (PI, CTSP, NOAA)
- Regional exchange to inform development of and build support for adoption of the EAFM regional framework (PI, CTSP, NOAA)
- Comprehensive integrated toolkit, case studies and curricula for MPAs, CCA, and EAFM developed and disseminated and trainings delivered (i.e. CCA, Management Plan, Adaptive Management, M&E, and IUU/ Enforcement) (CTSP, PI, NOAA)
- *(Support EAFM TWG to get government adoption)* (CTSP, PI)

**3. CT MPA System Developed and Adopted**

- Analysis of connectivity and climate impacts to inform MPA design (CTSP)
- Regional workshops for MPA TWG to design and adopt the CTMPAS (CTSP, PI, NOAA)
- MPA Effectiveness Protocol developed and adopted to inform resilient MPA design (CTSP)
- MPA integration sites finalized and linked to CTMPAS, and MPA Monitoring and Evaluation protocol implemented (CTSP)
- Regional exchange to inform design and build support for adoption of the CTMPAS (PI, CTSP, NOAA)
- Comprehensive integrated toolkit, case studies, and curricula for MPAs, CCA, and EAFM developed and disseminated and trainings delivered (CTSP, PI, NOAA)

**4. CCA REAP Adopted**

- Comprehensive integrated toolkit, case studies, and curricula for MPAs, CCA, and EAFM developed and disseminated and trainings delivered (PI, CTSP, NOAA)
- Regional exchange on REAP implementation and lessons learned, and to refine early actions (PI, CTSP)
- Priority REAP Actions initiated (CTSP, PI, NOAA) including Local Early Action Plans (LEAP) developed to validate and apply REAP recommendations
- *(Support CCA TWG to get government adoption)*

## 4.2. Result 1 - Regional and National Platforms Strengthened to Catalyze and Sustain Integrated Marine and Coastal Management in the Coral Triangle

Strong platforms provide a common, trusted location or institutional source of resources that can inform and build consensus where all CT6 countries share a stake and can meet to continue the exchange and integration of ideas with coordinated efforts. Platforms are defined as multi-country associations of agencies, organizations, and/or individuals for the purpose of sharing experiences, information, and best practices and developing common approaches, action plans, and policies for addressing regional challenges and issues. Development and/or strengthening of a platform refers to improved organizational structure, clarification of platform goals and vision, development of platform agenda action items, training of platform members, or increased awareness of platform activities including workshops and forums.

Regional platforms serve as the principal mechanism through which innovative practices and experiences from the pilot activities are shared, replicated, and scaled-up in Asia. Regional platforms are also fundamental to the sustainability the project and it is important to select a partner with a view to their sustaining USAID investments and program impacts in the region after the end of the project. Platforms also serve as mechanisms for promoting regional cooperation, obtaining country commitments for new activities, and forging alliances with private sector and new partners.

Under the US CTI Support Program, support to platforms include the CTI bodies (Council of Ministers, Senior Officials Meetings, Regional Secretariat, National CTI Coordination Committees and Technical Working Groups), local government associations, academic or thematic institutes, thematic committees within inter-governmental or non-governmental bodies and organizations, among others. The PI will target activities under four intermediate results to strengthen regional and national platforms needed to catalyze and sustain integrated marine and coastal management in the Coral Triangle.


### IR 1.1 Policies Developed and Advanced

In Year 5, the PI will continue to contribute significantly to IR 1.1 by working with CTI bodies and local government associations in CT6 countries to promote an integrated approach to policy development, planning and activity implementation in support of the CTI-CFF's commitment to ecosystem based management of marine and coastal resources. A key mechanism and US CTI Support Program initiative to support this will be the completion of Guidelines for Integrating Ecosystem-based Management Approaches in the Coral Triangle. These guidelines, developed in collaboration with NOAA and CTSP, will be tested and finalized together with CTI counterparts for application in Year 5.

A legacy activity for Year 5 will be the development of an executive-level short course or orientation and briefing packet on the CTI-CFF. The briefing course and packet can be conducted and distributed by the Regional Secretariat, NCCs and other organizations for new CT country officials and stakeholders to maintain continuity in regional and country commitment and programs. The briefing packet, developed with the CTI Regional Secretariat, will provide the history, guiding principles, need for and strategic approaches of CTI. Guidelines and tools developed as part of the US CTI Support Program will also be included in the materials.

**Table 3. Outputs and Activities for Intermediate Result 1.1**

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>IR 1.1 Policies developed and advanced</b>			
<b>Integrating frameworks</b>	<ul style="list-style-type: none"> <li>Conduct a review of</li> </ul>	<ul style="list-style-type: none"> <li>Track and synthesize</li> </ul>	<ul style="list-style-type: none"> <li>Develop CTI Executive–</li> </ul>

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>supporting Ecosystem Based Management Approach</b> promoted  Promote integrating framework and approaches to address POA goals	existing legal and policy frameworks for EBM in the region to identify commonalities, differences, and gaps <ul style="list-style-type: none"> <li>Develop concept paper on EBM with CTI TWGs and CTI Mayor's Round Table that builds on commonalities among CT6 and incorporates RPOA goals</li> <li>Work with LGAs to identify a common set of benchmarks to operationalize EBM as a basic service of local government</li> </ul>	regional and integration site efforts to define and implement EAFM, MPAs, and CCA <ul style="list-style-type: none"> <li>Develop a framework and toolkit for integration of EAFM, MPAs, and CCA as a product of CTI bodies that defines concepts, terms, best practices, and provides guidance to the region</li> <li>Propose and launch CTI Toolkit for integrated management as a collaborative product of CTI bodies (TWGs, LGAs)</li> </ul>	Level Orientation and Briefing Packet <ul style="list-style-type: none"> <li>Conduct CTI Conference to share lessons learned and document progress in achieving regional goals and implementing integrated EAFM, MPAs, and CCA in the CT region</li> </ul>

## IRI.2 Institutional Capacity and Collaboration Strengthened

In Year 5 of the Program, the PI will provide increased support to the interim CTI Regional Secretariat and CTI coordinating structures, including the thematic Technical Working Groups to guide and coordinate implementation of RPOA priorities. This effort will help catalyze implementation through review of progress achieved, monitoring and further planning of RPOA regional priority actions. The PI will also continue to support the six-country political process to establish the permanent Regional Secretariat. In addition, the PI will strengthen local government networking across the region and associations in CT6 countries to support implementation of the RPOA and NPOA.

Collaborative sustainable management of natural resources requires capacity and consensus among the organizations and institutions that apply adaptive management practices over the resources. The US CTI Support Program is supporting the regional and national CTI bodies to address Regional and National Action Plans priority targets and needs. In particular, in FY13 the PI will support the continued CTI Regional Priority Coordination process that guides immediate regional actions and their working groups (lead country, development partners) for the five CTI Goals, key cross cutting themes, and the regional CTI organizations. Working with US partners, the PI will provide limited strategic support for the development and work of the three respective CTI Technical Working Groups in the Program Results Framework (EAFM, MPA and CCA) to strengthen their capacity and address their Terms of Reference.

The PI will also continue to provide support to the CTI Coordination Mechanisms Working Group with partner support led by Australia; the CTI Monitoring & Evaluation Working Group led by the Philippines; a CTI Local Governance Network; and limited support to enable the conduct of the CTI Financial Mechanisms Working Group. As the interim Regional Secretariat continues its transition to an established regional organization, the PI will provide limited administrative and technical assistance to enable the Regional Secretariat to prepare and conduct key regional meetings on behalf of its members, and to provide continuity in the activities defined by the Regional Priority Actions workshop. The PI may also offer limited support to the completion of the State of the Coral Triangel Reports, supporting ADB lead partner role to coordinate completion of the report.

In Year 5, the PI will support a CTI Secretariat Communications Officer who will support regional coordination of information and communications strategies and materials, and provide related operations support to the CTI Interim Regional Secretariat in coordination with Secretariat leadership and support staff and CT6 countries and partners. The Information and Communications Officer will provide critical assistance to support CTI political, operational and technical processes during the CTI interim Secretariat transition phase as it evolves from an Interim body to fully established and formalized structures. This will include working with the interim Secretariat and NCCs on communications products to promote political will and consensus for CT6 agreements; support implementation of the CTI Road Map and Regional Plan of Action; and increase awareness of the CTI. The PI will also promote CTI's participation at other international events such as Coral Triangle Day and the APEC Summit to be held in Indonesia in November 2013.

The PI will continue to support the maintenance of the CTI Regional Secretariat website in Year 5. The program will provide design and back-end support as well as backstop in content management to ensure that the website is updated on a regular basis. The PI will support the CTI Regional Secretariat to broaden the reach of its website using social media tools, creating links to partner pages, and widespread publicity of the website.

The PI will continue to support collaboration on the CTI Technical Working Group workspaces that were created in Year 4. These workspaces are being expanded to support the development of CTI Learning Networks and will continue to be the main online platform through which regional activity and other teams and working groups plan, coordinate, share information and implement their work. These workspaces facilitate real-time and multi-location collaboration among workspace team members and are all linked to the CTI Secretariat website for easy access. The workspaces facilitate activity tracking, transfer and editing of large files and real time update notifications, among others, and will make it easier for TWG members in various areas to collaborate communicate and work collaboratively in an efficient and cost-effective manner.

To increase public awareness about CTI and encourage the use of common messages throughout the NCCs, the PI will support the development of CTI communications products to be distributed to the NCCs through the CTI Regional Secretariat. An Indonesian PR firm may be engaged to support the Secretariat in these efforts. These products will serve as a CTI primer and provide key messages that the NCCs can use to inform their constituents on CTI. The booklet will also include practical, cost-effective tools and tips that can be used to highlight accomplishments, promote recommended practices, and increase the overall awareness of the threats and solutions to sustaining coastal and marine resources in the Coral Triangle. These products are aimed at strengthening the internal and external communications capacity of CTI Interim Regional Secretariat and the CTI National Coordinating Committees in each of the CT countries. It will serve as a guide to help technical managers and communications practitioners understand the importance of reaching out to people and motivating them to act and understand the audiences they need to reach, create effective messages, find relevant and cost-effective ways to communicate these messages, and prompt changes in behavior to improve and protect the Coral Triangle marine and coastal resources.

In Year 5, the PI will continue to support the CTI Interim Regional Secretariat and the NCCs in increasing engagement with national, regional and international media. This will be done through periodically releasing official statements that will be distributed to CTI stakeholders and mass media organizations and platforms in coordination with the PI supported CTI Communications and Outreach Officer. These statements shall cover areas and issues in the CTI RPOA and present clearly how the CTI is addressing these issues collectively as a regional body and at the same time engage a broader public in the awareness and discussion of the threats that are affecting oceans and coral reefs in general



and the Coral Triangle region in particular. The PI will also support the CTI Secretariat in developing and implementing its communications strategy for the CTI-CFF.

The PI's year 5 activities for the CTI Local Governance Network (CTI-LGN) are geared towards making the network functional and operational entity to bridge the gap between policy and implementation. This network will provide a platform for sharing local implementation practices and offer a mechanism to reach out to other local governments within CT countries and even internationally via appropriate national and global forums.

The PI will continue to support opportunities to participate and represent CTI-LGN in national, regional and global events where appropriate and possible. The aim of CTI-LGN participation to these international events is two-fold: 1) to provide CTI-LGN members opportunities to learn from other local governments and thereby promote exchanges between local governments or potential twinning programs where feasible; 2) to serve as talking heads and advocates of local governments implementing programs and activities pursuing CTI goals and targets. These events may include Convention on Biodiversity, Resilient Cities Congress among others.

To strengthen and expand membership of CTI-LGN, the PI in collaboration with appropriate regional and national local government associations and networks such as the League of Municipalities of the Philippines (LMP) and the interim regional secretariat will support continued LGN regional exchange and forum meetings. The next regional CTI-LGN meeting, scheduled for early December 2012, will focus on expanding local government leaders involved in and committed to supporting CTI through the network, developing a plan for sustained local government engagement and contribution to the goals of CTI and to continue developing arrangements for hosting the network and supporting sustainability.

**Table 4. Outputs and Activities for Intermediate Result 1.2**

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>IR1.2 Institutional Capacity and Collaboration Strengthened</b>			
<b>Regional Secretariat with sufficient capacity to support CTI</b>  Assist Secretariat follow through with CTI regional priorities	<ul style="list-style-type: none"> <li>Assist Secretariat coordinate efforts of CTI bodies, specifically Technical Working Groups</li> <li>Conduct CTI Regional Priorities Workshop</li> <li>Assist Secretariat in following up and tracking progress in addressing regional priorities</li> </ul>	<ul style="list-style-type: none"> <li>Assist Secretariat coordinate efforts of CTI bodies, specifically Technical Working Groups</li> <li>Conduct CTI Regional Priorities Workshop</li> <li>Assist Secretariat follow up and track with regional priorities</li> <li>Support drafting of State of the Coral Triangle Report</li> <li>Assist Secretariat with communications and transition to the permanent Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>Assist Secretariat coordinate efforts of CTI bodies, specifically Technical Working Groups</li> <li>Conduct 5-Year review workshop for CT6 on status of RPOA implementation</li> <li>Assist Secretariat with communications and outreach activities</li> <li>Support development of CTI briefing booklet for NCCs</li> <li>Assist in process for transition to the permanent Secretariat</li> </ul>
<b>Local Government Associations (LGA) with sufficient capacity to support CTI</b>  Work with local	<ul style="list-style-type: none"> <li>Conduct Wakatobi assessment using FISH benchmarks and draft Learning Destination profile</li> </ul>	<ul style="list-style-type: none"> <li>Assist regional LGA conduct the 3<sup>rd</sup> CTI Mayor's Round Table to develop a MOA to build capacity for</li> </ul>	<ul style="list-style-type: none"> <li>Assist regional LGA to conduct the 4<sup>th</sup> CTI Local Governance Network Forum to</li> </ul>



5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
government organizations to incorporate IMCM as a basic service	<ul style="list-style-type: none"> <li>Conduct initial CTI Mayor's Round Table to develop strategy for incorporating EBM as a basic service of local government</li> <li>Provide small grant to regional LGAs for capacity development</li> <li>Conduct EBFM training for Local Chief Executives, key technical staff and municipal-level legislators in integration sites in association with LGAs in each CT country</li> <li>Conduct 2<sup>nd</sup> CTI Mayors' Roundtable with Science Forum</li> </ul>	<ul style="list-style-type: none"> <li>incorporating IMCM as a basic service (see also IRI.1)</li> <li>Assist LGAs in each country develop a "Wakatobi" commitment</li> <li>Conduct EBM training for Local Chief Executives, key technical staff and municipal-level legislators in integration sites in association with LGAs in each CT country</li> </ul>	<ul style="list-style-type: none"> <li>share national LGA experiences in IMCM</li> <li>Track increase in Local Governments engagement in CTI-CFF and support further implementation of MOAs</li> <li>Conduct CTI-CFF training for Local Chief Executives, key technical staff and municipal-level legislators in association with LGAs in each CT country</li> </ul>

### IR 1.3 Learning and Information Networks Strengthened

The Program has focused on the development of CTI regional learning networks as a strategy to ensure the sustainability of the CTI and the efforts of the US CTI Support Program. The vision and approaches for the US CTI support Program for fostering CTI learning networks has evolved over the course of the Program in response to the identification of CTI Priority actions, the timeframe for the establishment of the CTI Secretariat, and the realities of regional capacity issues, among others. The Program has recognized that the institutionalization and sustainability of the CTI Secretariat and coordinating structures are the foundation for the continued knowledge generation and sharing that will lead to the achievement of CTI goals and targets beyond the life of the US CTI.

To date the US CTI Support Program has made significant progress on the formalization of Learning Network structures and platforms within the CTI. This has included: the conduct of a Regional Learning Network Planning Meeting and Exchange in March 2011; the development of a grant agreement with the Coral Triangle Center (CTC) to support the establishment of a Marine Protected Area LN; the formation of multiple thematic virtual team Work Spaces to address CTI Priority Actions; the development of a grant agreement with University of Philippines Marine Science Institute to support the creation of an academic Climate Change Adaptation LN; and the formation of informal Learning Networks through the conduct of Regional Exchanges and Program activities which have assisted in the forging of personal and professional relationships across the CTI.

The goals for the development of the CTI learning networks remain as follows:

- Support sustainable knowledge sharing structures and platforms to promotes ongoing learning, problem solving and innovations;
- Support the implementation of the RPOA Priority Actions and other CTI priorities; and
- Utilize the platform as the foundation of US CTI's handover and transition strategy.

The Year 5 strategy to support the goals of the CTI learning networks involves ongoing strengthening of the Secretariat; continued support for the operationalization and sustainability of the technical working groups; ongoing support for the achievement of RPOA goals and targets through regional

exchanges and other efforts; maximization of joint Partner-CT6 engagement on regional exchanges and other efforts; strengthening of the Local Governance Network including the institutionalization of the CTI Executive Course; and institutionalization of tools and products developed by the US CTI within the CT6 such as the Integrated Toolkit.

The extension of the Small Grants Program into Year 5 will enable the PI to further bolster the learning network gains it has made during the first four years of the Program through three to four final grant efforts. The PI anticipates that it will provide grants that directly strengthen the Secretariat's capacity to communicate knowledge and information; provide a significant and unique pool of scientific data that will directly increase regional knowledge on coral species; promote the institutionalization of the Local Governance Network; and further the promote the institutionalization of key US CTI developed products and tools.

The PI will continue to leverage its communications and outreach efforts to promote knowledge sharing and the interpersonal linkages that form the basis of learning networks. The PI will continue to promote the participation of women in all aspects of the program as key knowledge generators and as promoters of cross-sharing and learning. As a final transition and handover activity, the US CTI will work with the Secretariat, CT6 and Partners to conduct a CTI Partnership Conference in July 2013 in order to showcase the transition, handover and sustainability strategies for advancing tools, products and initiatives developed with the support of the program.

**Table 5. Outputs and Activities for Intermediate Result 1.3**

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>IR 1.3 Learning and Information Networks Strengthened</b>			
<b>Establish a regional CTI learning network</b> <ul style="list-style-type: none"> <li>Establishment of the CTI Secretariat as the Hub platform for CTI learning networks</li> <li>Sustainable thematic and TWG networks working towards achievement of CTI goals</li> <li>Utilization of CTI learning networks as the core handover mechanism for the US CTI Support Program</li> </ul>	<ul style="list-style-type: none"> <li>Support CTC in facilitating establishment of a CTI MPA Learning Network</li> <li>Support UPMSI in facilitating establishment of a CTI CC Learning Network</li> <li>Support the development of thematically related learning networks to address CTI goals including CTI TWG and Regional Team efforts through regional exchange activities</li> </ul>	<ul style="list-style-type: none"> <li>Support the development of the CTI LN Hub Portal as part of the CTI Secretariat web revitalization process</li> <li>Support the maintenance of ongoing thematic LN networks through use of Team Work Spaces and develop new LN Team Work Spaces for TWGs as they start functioning</li> <li>Support CTI linkages to existing international, regional and national LNs</li> <li>Support CTC and UPMSI in ongoing MPA and CC LN efforts</li> <li>Identify needed resources and secure funding and commitments for support of CTI learning networks after US CTI</li> <li>Commence handover strategy of US CTI Support Program outputs through CTI</li> </ul>	<ul style="list-style-type: none"> <li>Continued support to for establishment of permanent Secretariat and the operationalization and sustainability of the CTI Technical Working Groups as the central mechanisms for ongoing regional learning;</li> <li>Implementation of Regional Exchanges and other efforts to achieve RPOA goals to strengthen Secretariat and TWG structures and promote CT6-Partner Collaboration</li> <li>Operationalization of the CTI-Local Governance Network</li> <li>Implementation of grants to achieve learning network goals</li> <li>Handover of US CTI Support Program tools such as the Integrated Toolkit, the LEAP, the Executive Course to CTI learning network</li> </ul>



5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
		learning networks	institutions in CTI Partnership Conference

#### IR 1.4 Public and Private Sector Constituencies Engaged

Due to its geography, profile, and regional significance, the CTI provides numerous opportunities for private sector engagement—possibly as part of locally determined philanthropic contributions to support a highly visible regional effort, and certainly as part of the strategic business value of the marine life and biodiversity of the Coral Triangle. Public-private sector alliances will be critical in long-range sustainability planning for the CTI Secretariat and on the ground implementation throughout the region. Integrated management of natural resources requires the understanding, support and engagement of the public and private sector. The CT6 recognize the importance of these constituencies in the short and long term success of the CTI and coastal and marine management in the Coral Triangle.

The PI will continue to support activities to engage private sector constituencies in CTI. Building on the assistance provided for the January 2010 CTI Business Summit and 2011 Regional CTI Business Forum (RBF), the PI will support WWF and its partners to hold a follow on Regional CTI Business Forum in FY13 hosted by Indonesia. In partnership with CTSP and WWF, the PI will identify PPPs that will be announced at the Regional Business Forum and tracked throughout FY13 to measure the effectiveness of these partnerships in meeting CTI goals. The PI will track the status of PPPs announced at the previous RBFs and select a few of these existing PPPs to present results to date, and lessons learned at the FY13 RBF.

As part of the Year 5 activities, the PI could support a high-level roundtable in Washington, D.C., with the US CTI senior leadership, CT6 dignitaries from the U.S. embassies, and private sector leaders to showcase achievements over the past 5 years and spotlight continued needs for CTI. This forum would highlight the importance of the Coral Triangle to our food security and global economy.

**Table 6. Outputs and Activities for Intermediate Result 1.4**

5-Year Outputs and Workstreams	Activities		
	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)	Oct 2012 – Sept 2013 (FY13)
IR1.4 Public and Private Sector Constituencies Engaged			

5-Year Outputs and Workstreams	Activities		
	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)	Oct 2012 – Sept 2013 (FY13)
<ul style="list-style-type: none"> <li><b>Private sector engaged to help strengthen regional and national platforms to catalyze and sustain integrated marine and coastal resource management in the Coral Triangle</b></li> </ul>	<ul style="list-style-type: none"> <li>Manage small grant to assist Malaysia in conducting 2<sup>nd</sup> Regional CTI Business Forum</li> <li>Support Malaysia in hosting 2nd Regional CTI Business Forum and CT6 participation including presenting new public-private partnerships developed</li> </ul>	<ul style="list-style-type: none"> <li>Expand CTI Regional Secretariat communications strategy to include private sector audiences.</li> <li>Track effectiveness of PPPs presented at 2011 Business Forum to increase engagement in CTI-related activities</li> <li>Support development of 2 additional PPPs based on regional exchange in Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Support WWF and Government of Indonesia in hosting 3rd Regional CTI Business Forum and CT6 participation</li> <li>Support High-Level Roundtable of CTI Leadership and partners in Washington, DC</li> </ul>

### 4.3. Result 2- Ecosystem approach to fisheries management improved in CT Countries

In Year 5 the PI will continue to coordinate and support CTI regional priority actions primarily through the Program's EAFM Regional Activity Team led by CTSP. The PI will contribute technical input into the design of the Regional Activity Team's EAFM strategy including the adoption of CTI RPOA priority actions of a common regional framework for legislation and policy that support EAFM, and to improve enforcement of IUU fishing through greater collaboration. The PI will provide technical support in the adoption and the start up implementation of a 10-year regional EAFM roadmap and in the development and finalization of the national EAFM operational guidelines. The PI will provide support to prepare and conduct a 4th EAFM Regional Exchange in collaboration with CTSP and NOAA and under the leadership of the CTI EAFM Technical Working Group. The PI may support a 4th EAFM Regional Exchange if warranted to assess the implementation of the regional framework and roadmap, fine tune the National EAFM operational guidelines, and conduct an EAFM executive course for the CT6 EAFM focal persons and TWG.

The PI will provide technical inputs in the editing and final printing of the Regional EAFM course (developed in collaboration with FAO, BOBLME and SEAFDEC) for executives, middle managers, and community partners. This course will be tested during this period. It will also contribute to the development and in the conduct of trainings of integrated toolkits, case studies and curricula for MPA, EAFM, and CCA themes. Together with other EAFM team members, the PI will support the adoption of EAFM by the six CT governments.

The PI will also support the process to integrate EAFM approaches in its CTI Local Government Network where opportunities call for it.

#### IR2.2 Fisheries Management Capacity Increased

On the Live Reef Fish Food Trade (LRFFT), the PI will support the engagement of CTI officials and stakeholders in constructive dialogue with the goal of strengthening measures for a sustainable live reef fish trade. The PI will work directly with US CTI Support Program Partners, involved CT6 countries and the Secretariat to develop and support a regional LRFT forum addressing sustainable management of the LRFT.

#### **4.4. Result 3- Marine Protected Area management improved in CT countries**

The PI in close collaboration with CTSP regional team will provide support for regional activities leading to the handover of key deliverables by the end of year 5 which are the regional Coral Triangle Marine Protected Area System (CTMPAS) adopted and the Regional MPA effectiveness protocol adopted.

The PI will continue to support a series of meetings towards the adoption of regional framework by the SOM as well as identification and launching of initial components of CTMPAS. It is anticipated that with the adoption of the CTMPAS framework, the CT6 countries would have sufficient technical guidance and a basis for nominating individual MPAs that will comprise the CTMPAS. To implement the framework, the PI in collaboration with CTSP will support the activities leading to the launch of these initial components and work to build capacity for appropriate regional coordinating and collaborating institutions as well as individual MPA managers to support CTMPAS implementation as the USCTI Support Program completes programming.

To complement CTMPAS implementation, the PI will support follow up activities and a regional exchange to develop and adopt the MPA management effectiveness tool that could be used for the initial components of the CTMPAS. This regional event will review the challenges in replicating nationally the MPA effectiveness models, share solutions to these challenges by building on initiatives on MPA Learning Network as well as introduce modules that integrate other CTI themes specifically ecosystem-based fisheries management and climate change adaptation. The event will also engage the CTI-LGN as a platform for sharing, replication and sustainability of the MPA effectiveness models adopted by countries.

The PI through the MPA Technical Working Group secretariat will continue to provide technical and administrative support to the MPA TWG meetings and regular conference calls with the aim of setting up protocols of the group.

#### **4.5. Result 4 - Capacity to adapt to climate change improved in CT countries**

Climate change has become accepted as a reality and global threat, the impacts of which will be faced by existing and future generations, although the best ways forward in terms of mitigation and adaptation to its effects continue to be debated. In the archipelagic nations and small island states that make up the CTI, these impacts will be among the most extreme, from greater losses in fisheries and greater loss of coastal areas and safety than most other regions. The CTI has prioritized action to adapt to the impacts of climate change, such as fisheries shifts, sea level rise and coastal hazards. The PI proposes to address this critical and overwhelming need with two approaches: 1) building capacity in the CT6 countries and at the regional level to adapt to the impacts of climate change through training and the development of the CTI CCA REAP, and 2) increasing the capacity of CT6 countries to assess vulnerability and increase resilience to climate change impacts.

As an outcome of US CTI Support Program Team discussions, it was decided that in Year 3 PI, the PI would take leadership for regional Climate Change (CC) thematic activities including focus of its engagement in the CC RAT and commitment of resources for CC regional exchanges and activities. As an extension of this role, the PI identified an IR CC Policy gap which it addresses in its Year 3 Work Plan with the inclusion of an additional intermediate result. The PI proposed a new *IR4. ICCA Framework Developed and Endorsed* which parallels the policy result foci of IR2.1 and IR3.1.


## IR4.1 CCA Framework Developed and Endorsed

Over the life of the project, the PI has contributed to IR 4.1 by supporting the CT6 with Indonesia and the Solomon Islands leading the CTI Climate Change Adaptation Working Group to develop the Regional-wide Early Action Plan for Climate Change Adaptation (REAP-CCA). The REAP-CCA, developed by the PI working with CT6 focal points was finalized adopted by the SOM in Year 4, two years ahead of the schedule. In Year 4, the PI, working together with CTSP and NOAA developed the draft CCA Toolkit to support implementation of the REAP-CCA at the local level. The CCA toolkit will provide tools to conduct education and outreach on climate change, assess vulnerability of coastal communities and natural resources, and develop a Local Early Action Plan for Climate Change Adaptation (LEAP-CCA). The CCA toolkit was piloted in Year 4 in sites in the CT region. In Year 5, the PI will work with US CTI Support Program partners to incorporate comments and lessons learned during piloting and to finalize the CCA Toolkit. A final CCA Regional Exchange will be conducted to assess the status of REAP implementation, develop a CCA Roadmap, explore opportunities for climate change project financing, and conduct a soft launch of the CCA Toolkit.

## IR4.2 Capacity to Apply Climate Change Adaptation Strategies Increased

In Year 5, the PI will continue supporting regional capacity building on climate change including training government, NGO and CTSP integration site managers on conducting climate change vulnerability assessments (VAs); implementing Local Early Action Plans; and providing training-of-the-trainer instruction. These activities were primarily implemented through the PI Small Grants Program with ongoing grants to the University of Rhode Island Coastal Resources Center (URI-CRC) and the University of Philippines Marine Science Institute (UP MSI) completed in Year 4. Building on from these, the CCA capacity building initiatives will be further addressed through the Local Governance Network activities and trainings, and Program integration activities including the formation of the US CTI Integration Toolkit and site specific case studies on the use of these tools. The PI will continue to explore opportunities widen utilization and application of CCA tools and sharing of these cases studies through the NCCs, concerned national agencies and projects where appropriate.

**Table 7. Outputs and Activities for Intermediate Result 4.1**

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>IR 4.1 CCA framework developed and endorsed</b>			
<b>CCA Region-wide Early Action Plan adopted by CT6 and guiding investments</b>  Support development of the CCA REAP	<ul style="list-style-type: none"> <li>Conduct CCA legal and policy review and analysis</li> <li>Conduct Regional CCA Policy Exchange to develop REAP framework</li> <li>Conduct Regional CCA Exchange to adopt Vulnerability Assessment (VA) methodologies and resilience best practices</li> <li>Present REAP-CCA framework and CCA road map to SOM and CTICOM</li> <li>Conduct workshop to draft REAP-CCA and identify priority regional projects and seek funding</li> <li>Assist establish and support the CCA Working Group</li> </ul>	<ul style="list-style-type: none"> <li>Assist CCA working group socialize and present REAP-CCA for adoption by the SOM/MM</li> <li>Socialize and present final REAP-CCA to local governments through the Mayor's Round Table</li> <li>Conduct 2<sup>nd</sup> subregional CCA training for Southeast Asia</li> <li>Finalize CCA Toolkit</li> <li>Support US CTI Partners social CCA</li> </ul>	<ul style="list-style-type: none"> <li>Support US CTI Partners to socialize CCA Toolkit in priority geographies</li> <li>Finalize CCA Toolkit</li> <li>Conduct a Regional Exchange to share lessons learned and document progress in planning and implementing CCA early actions</li> </ul>

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
	<ul style="list-style-type: none"> <li>• Develop Draft REAP-CCA together with CCA Working Group</li> <li>• Develop draft CCA Toolkit</li> <li>• Provide grant to URI-CRC to adapt, replicate and regionally institutionalize CACC Course.</li> <li>• Integrate CCA Toolkit into CCA Training course developed by URI-CRC</li> <li>• Conduct 1<sup>st</sup> subregional CCA Training for PNG and SI (in PNG)</li> </ul>	<ul style="list-style-type: none"> <li>• Toolkit in priority geographies</li> <li>• Support US CTI Partners pilot the CCA Toolkit in priority geographies</li> </ul>	

## 5. ORGANIZATION AND STAFFING

To effectively manage and achieve the tasks outlined in annual task order modifications expanding the PI scope, as well as the Program Midterm Evaluation recommending the PI again increase its scope of work and plan the resources necessary to fulfill it, and to achieve the US CTI End Game results strategy outcomes, the PI has realigned the levels of effort of its current Program Team, including additions to the PI short and long-term technical assistance to include a technical assistance team based in Cebu, program specialists, and a consultant. In efforts to serve as a model for gender equity and equality at the institutional level, the PI will continue to seek at achieve least 50% female representation in its hiring practices.

**The Chief of Party** provides overall management, coordination and leadership for the work of the Program Integrator and PI Team. The COP is responsible for ensuring completion of PI activities and deliverables and success of the project. The COP signs all grant agreements; serves on the grant development, evaluation, and review committees; and ensures effective collaboration and coordination of activities among the US CTI Support Program Team, including USAID, NOAA, CTSP, and others; CTI development partners and donors; and CTI regional and national coordinating bodies, specifically including the Regional Secretariat and National CTI Coordinating Committees.

**The Deputy Chief of Party** dedicates substantial time developing and managing the small grants and supporting learning exchange programs within the broader context and strategy of a CTI Learning Network. Responsibilities also include managing the grants award, monitoring, evaluation, and reporting systems and ensuring that requirements are met for all grants and exchange program activities, including the development and application of sustainability plans. The DCOP supports the COP and PI Team in developing and strengthening agreements with Learning Network partners to implement grants supporting regional learning and exchange and local application. The DCOP coordinates updates to the US CTI Support Program consolidated work plan, performance management plan (PMP) and facilitates reporting requirements, and support overall program management.

**The Senior Marine Advisor** provides ongoing assistance, including developing strategies and approaches for both regional exchange and grants program components. These approaches contribute to the development of a network of partners throughout the Coral Triangle region that can sustain the

continued development of capacities and resources needed to achieve the goals of the Coral Triangle Initiative. The Senior Marine Advisor leads the PI efforts on developing and advancing policy.

**The Regional Coordinator** works in collaboration with Learning Network partners and grantees across the region in developing, conducting, and following up regional exchange activities; ensuring exchanges achieve effective action planning consistent with Regional and National Plans of Action and are focused on target priority geographies; and assisting network partners and grantees in supporting implementation of these action plans through small grants assistance. He supports efforts to provide grantees and exchange participants with further opportunities to systematically share and exchange information, develop communities of practice, and explore opportunities for collaboration. The Regional Coordinator leads CTI activity mapping, assessment and analysis, including lessons and practices, and supports coordination of US CTI Support Program activities with CTI Secretariat and CT6 NCCs.

**The Outreach and Communications Coordinator** provides strategic support to development and implementation of an effective regional outreach and communications program both within the US CTI Support Program and to outside partners throughout the Coral Triangle. She also leads development and implementation of the PI Private Sector Engagement strategy, and facilitates program coordination activities, including coordination meetings and conference calls.

**The Information and Communications Officer** supports the development and distribution of outreach and communication products highlighting the impacts and achievements of regional exchange and grants program activities as well as providing program partners, grantees, exchange participants, beneficiaries, and other stakeholders with systematic access to information about upcoming and achieved activities. This includes resources and practices developed, and lessons learned that can be applied across the region to support achievement of the CTI goals.

**The Financial and Administration Manager** manages the budget, provides program financial reporting and supports day-to-day field project operations, subcontracts management, regional exchanges and small grants program of the US CTI Support Program.

**Additional Short-term Technical Assistance Team and Program Specialists** are needed to conduct the activities and successfully achieve the major outcomes targeted in the US CTI Endgame Strategy. As called for in PI scope of work, the PI has mobilized a Technical Assistance Team of uniquely qualified technical staff from the region. The team will work with existing staff to support Year 5 activities. Mr. Nygiel Armada will provide technical support to achieve EBFM. Mr. Mar Guidote will support activities to mobilize local government associations in the CT6 through the CTI Local Governance Network, and provide technical support to the Program as an IUU technical specialist. Ms. Astrid Lim will serve as a Program Specialist, with a focus on training and facilitation support, working with the Regional Coordinator. Mr. Eric Stephan will provide Knowledge Management support to the CTI Interim Regional Secretariat and Ms. Astrid Lim will support the development of the CTI-CFF Executive Course for Local Government Leaders.

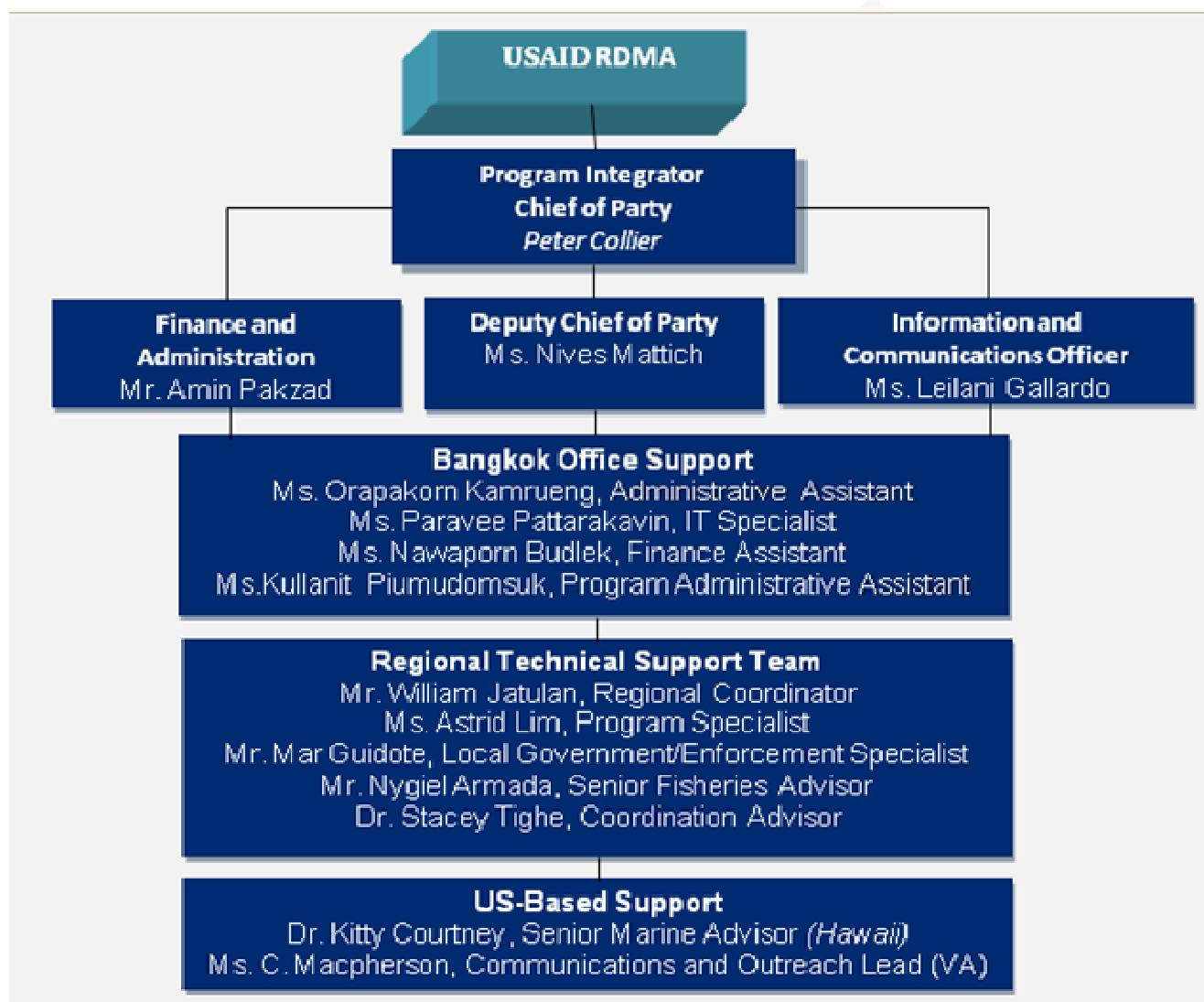
**Table 8. US CTI Support Program Integrator Staffing Plan**

Name	Position	Level of Effort	Company	Location
Mr. Peter Collier	Chief of Party	Full Time	Tetra Tech ARD	Bangkok, Thailand
Ms. Nives Mattich	Deputy Chief of Party	Full Time	Tetra Tech ARD	Bangkok, Thailand
Ms. Kitty Courtney	Senior Marine Resource Advisor	L/STTA*	Tetra Tech EM Inc.	Honolulu, HI
Mr. William Jatulan	Senior Regional Coordinator	Full Time	Tetra Tech ARD	Cebu, Philippines

<b>Name</b>	<b>Position</b>	<b>Level of Effort</b>	<b>Company</b>	<b>Location</b>
Ms. Charlie Macpherson	Communications and Outreach Coordinator	L/STTA*	Tetra Tech, Inc.	Fairfax, VA
Ms. Leilani Gallardo	Information and Communications Officer	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Mr. Amin Pakzad	Financial and Administration Manager	Half Time	ARD, Inc.	Bangkok, Thailand
Ms. Kullanit Piumudomsuk	Program Administration Assistant	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms. Paravee Pattarakavin	IT Assistant	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms. Nawaporn Budlek	Finance Assistant	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms. Stacey Tighe	Coordination Advisor	L/STTA*	Tetra Tech ARD	Jakarta, Indonesia
Mr. Eric Stephan	Knowledge Management Specialist	L/STTA*	Tetra Tech ARD	Bangkok, Thailand
Mr. Nygiel Armada	Senior Ecosystem-based Fisheries Management Advisor	L/STTA*	Tetra Tech ARD	Cebu, Philippines
Mr. Mar Guidote	Local Government/ Enforcement Specialist	L/STTA*	Tetra Tech ARD	Cebu, Philippines
Ms. Astrid Lim	Program Specialist	L/STTA*	Tetra Tech ARD	Cebu, Philippines
Mr. Morris Israel	Technical Advisor	L/STTA*	Tetra Tech ARD	Burlington, VT
Mr. Ben Lawrence	Project Manager	L/STTA*	Tetra Tech ARD	Burlington, VT
Mr. Firouz Rooyani	Senior Corporate Backstop	Corporate Backstop	Tetra Tech ARD	Rosslyn, VA

*\*See budget for specific LOE allocations by year.*

**Figure 2. Organizational Structure of the US CTI Support Program Integrator**





## 6. YEAR 5 WORK PLAN ACTIVITIES

**Table 9. Year 5 Activity Tables**

ACTIVITY	IR	Activity Number	Indic ator	FY13				Program Lead	Partners
				Q1	Q2	Q3	Q4		
Program Integration and Support									
Prepare Consolidated US CTI Support Program Annual Work Plan	-	P13-I.S-001	-	■				PI	CTSP, NOAA
Prepare Consolidated US CTI Support Program Performance Management Plan	-	P13-I.S-002	-	■				PI	CTSP, NOAA
Prepare Consolidated US CTI Support Program Annual Report	-	P13-I.S-003	-				■	PI	CTSP, NOAA
Respond to communications and other materials needs of RDMA	-	P13-I.S-004	-	■	■	■	■	PI	CTSP, NOAA
Compile planning and performance data for RDMA	-	P13-I.S-005	-	■		■		PI	CTSP, NOAA
Prepare Weekly, Monthly and Quarterly US CTI Support Program Updates	-	P13-I.S-006	-	■	■	■	■	PI	CTSP, NOAA
Conduct Biweekly Core Team Calls	-	P13-I.S-007	-	■	■	■	■	PI	CTSP, NOAA
Support follow up and review of actions taken on Midterm Review Recommendations	-	P13-I.S-008	-		■		■	USAID	CTSP, NOAA
Plan and Facilitate Program Coordination Meeting	-	P13-I.S-009	-			■		PI	CTSP, NOAA
Conduct biweekly CTI Partner Coordination Teleconference Meetings	-	P13-I.S-010	-	■	■	■	■	PI	CTI Partners
Support any US-hosted CTI Partner Coordination Meetings	-	P13-I.S-011	-	■			■	PI	CTI Partners
Support CTI Partnership Conference and Transition Meeting (see also Output 3 below)		P13-I.S-012					■	PI	CTI Partners
R1. Regional and national platforms strengthened to catalyze and sustain integrated marine and coastal management in the Coral Triangle									
Output 1: Functional TWGs Strengthened									
Support work and coordination of CTI Technical Working Groups for Goals 2, 3 and 4 of the RPOA (EAFM, MPA, CCA) under the Lead Countries and Regional Secretariat	1.2	P13-1.2-001	PM3	■	■	■	■	PI	CTSP
Support finalization of Guidelines for Integrating Ecosystem-based Management Approaches in the Coral Triangle				■	■			CTSP	PI, NOAA
Propose and launch CTI toolkit for integrated management as a collaborative product of CTI bodies (TWGs, LGAs)	1.1	P13-1.1-003	PM4 PM8			■	■	CTSP	PI, NOA
Output 2: Regional Secretariat/IEC Operations Enhanced									
Assist Secretariat and CT6 in coordinating efforts of CTI bodies, including Technical Working Groups	1.2	P13-1.2-002	PM3	■	■	■	■	PI	Secretariat, CT6, Partners
Support Regional Secretariat and CT6 in conducting CTI Regional Priorities Workshop	1.2	P13-1.2-003	PM3 PM4		■			PI	Secretariat, CT6, Partners

ACTIVITY	IR	Activity Number	Indicator	FY13				Program Lead	Partners
				Q1	Q2	Q3	Q4		
Assist Secretariat and CT6 in following up and tracking progress in addressing regional priorities	1.2	P13-1.2-004	PM3	■	■	■	■	PI	Secretariat, MEWG
Support drafting of State of the Coral Triangle Report	1.2	P13-1.2-005	PM3	■	■			ADB	Secretariat, CTSP, MEWG
Assist Secretariat with communications and outreach support including hiring and training of Communications Specialist, PR firm, website operations and development and implementation of outreach and communications initiatives	1.2	P13-1.2-006	PM4	■	■	■	■	PI	CTSP, Partners
Support interim Secretariat in coordinating transition to the permanent Secretariat	1.2	P13-1.2-007	PM3		■	■		SOM	Secretariat, Partners
<b>Output 3: CTI Learning Network Established</b>	<b>1.3</b>								
Support CTI interim and transitional Secretariat to establish and maintain CTI Learning Networks	1.3	P13-1.3-001	PM3	■	■	■	■	PI	CTSP, NOAA
Support the further development of thematically and TWG related Learning Networks to address CTI RPOA and other goals	1.3	P13-1.3-004	PM4	■	■	■	■	PI	CTSP, NOAA
Identify necessary resources to sustain the CTI Learning Networks beyond the life of the US CTI Support Program		P13-1.3-005	PM3			■	■	PI	CTSP, NOAA
Develop and provide CTI Executive course and briefing packet	1.2			■	■	■	■		
Support CTI Partnership Conference and Transition Meeting		P13-1.3-006					■	PI	CTI Partners
<b>Output 4: Local Government Alliance &amp; Public-Private Partnerships Strengthened</b>	<b>1</b>								
Support select LGN members to participate regional and international fora to share local implementation practices in relation to CTI goals and targets and serve as CTI-LGN representative in reaching to other local government peers	1.2	P13-1.2-008	PM3 PM8	■		■		PI	CTSP, Partners
Conduct the 2 <sup>nd</sup> CTI Local Governance Network Forum in collaboration with LMP, Secretariat and Phil NCC to increase engagement of LGUs in CTI, conduct CTI Executive Course and catalyze local government political will	1.2	P13-1.2-008	PM3 PM8	■				PI	CTSP, Partners
Support development of CTI LGN including identification of appropriate arrangements for the CTI-LGN secretariat	1.2	P13-1.2-010	PM3 PM4 PM6		■	■		PI	CTSP, Partners
Support activities and initiatives designed by LGN participants in 2 <sup>nd</sup> LGN Forum					■	■	■		
Conduct final Local Governance Network Forum to conduct CTI Executive Course, capture and share LGN efforts and activities conducted and catalyze local government political will									
Support FY13 RBF hosted by Government of Indonesia	1.4		PM6		■				
Track PPPs presented at 2010 and 2011 Business Forum to present updates and lessons learned at the FY13 RBF	1.4	P13-1.4-001	PM6	■	■			PI	CTSP, WWF

ACTIVITY	IR	Activity Number	Indicator	FY13				Program Lead	Partners
				Q1	Q2	Q3	Q4		
Support High-level roundtable of CTI leadership and partners	1.4		PM6		■	■	■	PI	CTSP, partners
<b>R2. Ecosystem approach to fisheries management improved in CT countries</b>									
<b>Output 5: EAFM/Integrated Framework Adopted</b>									
Support as warranted a 4th EAFM Regional Exchange and to assess implementation of regional framework and roadmap, fine tune the National EAFM operational guidelines, and conduct an EAFM executive course for the CT6 EAFM focal persons and TWG	2.1	P13-2.1-001	PM3 PM4			■		CTSP	NOAA
Support the editing and final printing of the Regional EAFM course in collaboration with FAO, BOBLME and SEAFDEC for executives, middle managers, and community partners	2.1	P13-2.1-002	PM3 PM4	■	■	■	■	CTSP	FAO-RAP, SEAFDEC, BOBLME
Support in the testing of the regional EAFM course					■			CTSP	FAO-RAP, SEAFDEC, BOBLME
<b>Output 6: LRFT Standards Developed</b>									
Support development and conduct of regional LRFT Forum to advance measures for sustainable management of the LRF trade	2.2	P13-2.2-002	PM3 PM4		■		■	PI	WWF, CTSP, NOAA
Support identification of champions and in CT6 countries to push forward key management interventions for the sustainable harvest of live reef fish	2.2	P13-2.2-001		■	■	■	■	PI	WWF, CTSP, NOAA
<b>R3. Marine protected area management improved in CT countries</b>									
<b>Output 7: MPA/Integrated Framework Adopted and Management Effectiveness Protocol Adopted and Implemented</b>									
Support the MPA TWG to ensure CTMPAS is finalized, presented and adopted by the SOM in October/November 2012	3.1	P13-3.1-001	PM4	■				CTSP	CTSP, NOAA
Conduct 4th MPA Regional Exchange integrating criteria for CTMPAS nominations in early 2013	3.1	P13-3.2-001	PM4		■			CTSP	CTSP, NOAA
Support the launching of initial components of the CTMPAS establishment with the MPA TWG and MPA managers as part of the handover	3.1	P13-3.1-001	PM4		■	■		CTSP	CTSP, NOAA
Provide technical and administrative support to the MPA Technical Working Group-Secretariat	3.1	P13-3.2-001	PM4	■	■	■	■	CTSP	CTSP, NOAA
<b>R4. Capacity to adapt to climate change improved in CT countries</b>									
Incorporate comments and lessons learned from piloting the CCA Toolkit	4.1	P13-4.1-001	PM5 PM8	■				PI	NOAA

ACTIVITY	IR	Activity Number	Indicator	FY13				Program Lead	Partners
				Q1	Q2	Q3	Q4		
Finalize and distribute CCA Toolkit	4.1	P13-4.2-002	PM5 PM7 PM8	■				PI	NOAA, CTSP
Conduct CCA Regional Exchange to share lessons and document progress in planning and implementation of CCA early actions	4.1	P13-4.2-004	PM4 PM7 PM8		■			PI	CTSP, NOAA

## 7. PROGRAM INTEGRATOR PERFORMANCE MANAGEMENT PLAN

### Introduction

This Performance Management Plan (PMP) describes the results framework, data collection sources and methods, and performance indicators and targets for the US CTI Support Program Integrator, which will in turn contribute to the overall consolidated PMP for the US CTI Support Program. The October 2009 Version 1.0 of the PMP reflects the results of a review process which led to the development of the US CTI Support Program Results Framework, which define the objectives and content of the Work Plan and PMP.

### Results Framework

The US CTI Support Program Results Framework is provided in Figure 1. The overall strategic objective for the US CTI Support Program is Improved Management of Biologically and Economically Important Coastal and Marine Resources and its Associated Ecosystems that Support the Livelihoods of Peoples and Economies in the Coral Triangle. The results framework consists of four results statements that capture the outcomes and impacts of program activities over the life of the program. Respective indicators are detailed in Table 11 incorporating and refining the expected results for the US CTI Support Program Integrator. For USAID RDMA, the objective is Economic Growth, the Program Area is Environment, and the Program Element is Natural Resources and Biodiversity.

### Data Sources, Compilation, and Reporting

This PMP provides the ten program indicators and respective targets for the life of the program that will be used to report progress and achievements of the US CTI Support Program against the Results Framework. A description of each indicator, including unit of measure, targets, and data collection methodology is provided in Table 2.

Each program partner is required to measure progress using the relevant indicators provided in Table 2 on a semiannual basis. In cases where the Program partners work jointly in the achievement of specified indicator targets, target “ownership” will be determined through a process of negotiation prior to target achievement allowing for sufficient time to plan supporting data collection approaches. Partners working jointly towards targets will provide the target “owning” agency relevant source documentation to support the data collection process as agreed to during the negotiation process.

Each agency is responsible for collecting source documentation and evidence is of sufficient quantity and quality to support each target reported achieved. Each partner will be responsible for undergoing a Data Quality Assessment as directed by USAID. Each partner will be responsible for undertaking an annual review of the PMP and submitting revised targets to USAID for approval on agreed upon timelines. The PI will be responsible for the annual consolidation of revised PMPs and for developing consolidated reports against target achievements on a semi-annual basis upon receipt of inputs from CTSP and NOAA.

The US CTI Support Program partners will contribute directly to the following program indicators:

- Indicator 1: Area (hectares) of biological significant (marine protected areas) under improved management as a result of USG assistance;
- Indicator 2: Area (hectares) under improved coastal resource and fisheries management as a result of USG assistance;
- Indicator 3: Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance;
- Indicator 4: Number of people receiving training in natural resources management and/or biodiversity conservation as a result of USG assistance;
- Indicator 5: Number of laws, policies, agreements, or regulations addressing climate change proposed, adopted, or implemented as a result of USG assistance;
- Indicator 6: Number of public-private partnerships formed as a result of USG assistance;
- Indicator 7: Number of climate change vulnerability assessments conducted as a result of USG assistance [4.8.1-20];
- Indicator 8: Number of institutions with improved capacity to address climate change issues as a result of USG assistance [4.8.1-23];
- Indicator 9: Number of women or girls receiving training in natural resources management and/or biodiversity conservation as a result of USG assistance; and
- Indicator 10: Number of stakeholders in Timor-Leste with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance [4.8.2-26]

In Year 1 of the Program, the US CTI Support Program team identified Indicators 1 through 6 as the basis for the USCTI Performance Management Plan. These indicators were selected from the U.S. Department of State Foreign Assistance Indicators which were further refined by the USCTI team to reflect the CTI context. In Year 3 upon the direction of USAID/RDMA, two additional climate change indicators identified as Indicators 7 and 8 relating to DOS Indicators 4.8.1-20 and 4.8.1-23 respectively were added to the PMP. At the beginning of Year 4, USAID/RDMA has provided direction for the inclusion of a custom gender indicator to be reported on by the entire program and a climate change indicator to be reported on for achievements in Timor-Leste. These two new Indicators are identified as Indicators 9 and 10.

CTSP's activities are anticipated to contribute directly to all indicators. NOAA's technical assistance and capacity building efforts are expected to contribute directly to Indicators 3, 4, 7 and 9. The PI's technical support including assistance through the regional exchange and small grants mechanisms are expected to contribute to results for Indicators 3 through 9.

Each Program partner will submit performance management reports to USAID for consolidation by the PI. These results will be incorporated into the Semi-Annual and Annual Reports for the Program that tracks with the semi-annual process for preparing USAID's planning and performance reporting. Completed performance management reports from each partner agency must be submitted on a semiannual basis. As per USAID Performance Management Plan Toolkit April 2003 guidance, partners will undertake an annual review and necessary adjustments of PMP targets to reflect evolving realities. PI will facilitate a broader review and adjustment process with US CTI Support Program partners to feed into the annual reporting and consolidated reporting process.

*Target division:* For Indicators 4 wherein more than one US CTI Support Program team member is providing substantive technical or financial assistance for a regional activity, the team members will divide targets equally. For example, if the PI, NOAA and CTSP work together to implement a Marine Protected Area Regional Exchange, each providing significant technical or financial resources, and 24 people in total are

trained, each team member (PI, NOAA, and CTSP) will report 8 targets. The approach will be applied to the associated gender breakdown as well. Target achieved for Indicators 3 and 5 through joint activities will be attributed to the lead for each theme which breaks down as follows: MPA-CTSP; EAFM, CTSP; CCA - PI. This approach was agreed to by PI, CTSP, and NOAA team leads during the July 2010 US CTI Support Program Management Meeting held in Bangkok, Thailand.

## **Reporting Responsibility**

Each program mechanisms (CTSP, PI and NOAA) is responsible for identifying, tracking, collecting source documentation for, and reporting on its respective targets to USAID/RDMA. USAID RDMA is ultimately responsible for providing input on these reports to USAID/Washington. At a program level, the PI will assist USAID and each program partner in consolidating reporting data at the overall US CTI Support Program level. The PI will develop a consolidated updated PMP report on an annual basis.

**Table 10. Indicators for the US CTI Support Program**

<b>Indicator 1. Number of hectares in areas of biological significance under improved resource management as a result of USG assistance.</b>  <i>Unit of measure:</i> Hectares	FY	Planned	Actual
	09	0	0
	10	0	0
	11	0	0
	12	0	0
	13	0	
	<b>TOTAL</b>	<b>0</b>	<b>0</b>
<p><b>Definition:</b> “Improved Management” includes activities that promote enhanced management of natural resources for the objective of conserving biodiversity in areas that are identified as biologically significant through national, regional, or global priority-setting processes. Management should be guided by a stakeholder-endorsed process following principles of sustainable natural resources management (NRM) and conservation, improved human and institutional capacity for sustainable NRM and conservation, access to better information for decision making, and/or adoption of sustainable NRM and conservation practices. For US CTI, “Improved Management” within marine protected areas (MPAs) refers to meeting established MPA management effectiveness measures. Meeting established effectiveness measures means established national standards or protocols are met which may include: monitoring and evaluation system in place, management body established and functional, boundaries demarcated and enforcement in place, or other appropriate measures used within a country. For US CTI, “Areas of biological significance” refers to area currently in an MPA or with a strong likelihood of being designated an MPA by 2013. These areas are inside CT Priority Geographies which were identified through participatory eco-regional and national assessments and prioritization processes with expert guidance.</p> <p><b>Rationale:</b> Regional and coordinated institution building supports sustainable management of resources across the Coral Triangle. The indicator tracks the areal extent over which that is occurring within MPAs.</p> <p><b>Data Collection and Analysis Methodology:</b> The area of marine waters and habitat within MPAs or MPA-designates (using national or local government definitions of MPA) of the six CT countries is all considered to be of “biological significance”. The baseline of area within MPAs is based on spatial mapping using a standard protocol and nationally recognized boundaries. “Improved management” within MPAs will be reported for activities where the USAID supported program is plausibly linked to the improvements observed. CTSP Country Coordinators and Implementation Team Staff will collate data on the baseline of MPAs (ha) and those areas under “improved management”. “Improved management” will be determined through the application locally or nationally adopted protocols or standards that define an effective MPA. Documentation will consist of an Excel spreadsheet that lists the MPAs or MPA-designate, their total area, area under improved management and an associated narrative. The data will also include area (ha) of Priority Geographies and municipal/district waters as appropriate to provide context and scale for the MPAs where interventions are occurring.</p> <p>Disaggregated by:</p> <ol style="list-style-type: none"> <li>Country</li> </ol> <p><b>Data source:</b> Designated national agencies or MPA management boards within Coral Triangle countries with authority over MPAs in coordination with field management teams and non-government organizations.</p> <p>Data Verification: Boundaries plotted on a map and area verifiable through credible data sources.</p> <p><b>Baseline Information:</b> The baseline is October 2011.</p>			



<b>Indicator 2. Number of hectares under improved natural resource management as a result of USG assistance.</b>  <i>Unit of measure:</i> Hectares	FY	Planned	Actual
	09	0	0
	10	0	0
	11	0	0
	12	0	0
	13	0	
	<b>TOTAL</b>	<b>0</b>	<b>0</b>
<p><b>Definition:</b> “Improved Management” includes activities that promote enhanced management of coastal resources and fisheries resources for one or more objectives, such as sustaining fisheries and other resource uses, mitigating pollution and/or climate change or other appropriate outcomes. Management should be guided by a stakeholder-endorsed process following principles of sustainable natural resources management (NRM), improved human and institutional capacity for sustainable NRM and conservation, access to better information for decision-making, and/or adoption of sustainable NRM and conservation practices.</p> <p>For US CTI, area (hectares) of “improved management” may fall within fishery management jurisdictions and/or seascapes but not include area of MPAs that are counted in Indicator 1. Accepted criteria to qualify an area for “improved coastal resource and fisheries management” include meeting some aspect of coastal resource and fisheries management benchmarks or measures as established within the country of concern. Such benchmarks may include two or more of the following: management regulations decided and plans adopted, management body established and functional, boundaries demarcated, some level of enforcement in place, or other appropriate measures. Indicator 2 can be satisfied only if sufficient criteria (benchmarks) are met for an area to qualify under “improved management”. Otherwise, the area of concern may be measured through a local ordinance, law or policy change that satisfies Indicator 3 on policies adopted. Replication sites that do not show measured changes through the above criteria can also not qualify under Indicator 2 and should also be measured under Indicator 3, 4 or 6 as appropriate.</p> <p><b>Rationale:</b> Regional and coordinated institution building supports sustainable management of resources across the Coral Triangle. The indicator tracks the areal extent over which that is occurring within coastal and marine resource areas outside of marine protected areas.</p> <p><b>Data Collection and Analysis Methodology:</b> The baseline of area within priority geographies, coastal resource and fishery management areas is based on spatial mapping using a standard protocol and nationally recognized boundaries. “Improved management” will be reported for activities where the USAID supported program is plausibly linked to the improvements observed. Project managers and/or NGO country teams will collate data on the baseline of priority geography areas (ha) and those areas under “improved management”. “Improved management” will be determined through the application locally adopted protocols or standards as noted above. Documentation will consist of an Excel spreadsheet that lists the area under improved management with an associated narrative. The data will also include area (ha) of priority geographies as appropriate to provide context and scale for the areas where interventions are occurring.</p> <p><b>Disaggregated by:</b></p> <ol style="list-style-type: none"> <li>1. Country</li> <li>2. Management jurisdictions or zones (for example: municipal or district waters, etc.)</li> </ol> <p><b>Data source:</b> Designated national agencies or local government units within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.</p> <p><b>Data Verification:</b> Boundaries plotted on a map and area verifiable through credible data sources.</p> <p><b>Baseline Information:</b> The baseline is October 2011.</p>			

<b>Indicator 3. Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance</b>  <i>Unit of measure:</i> Number of regional, national, or local policies, laws, agreements and regulations	FY	Planned	Actual
	09	0	1
	10	2	3
	11	6	6
	12	7	7
	13	7	
	<b>TOTAL</b>	<b>22</b>	<b>17</b>
<p><b>Definition:</b> Policies, laws, agreements and regulations include those formed and formally endorsed by government, non-government, civil society, and/or private sector stakeholders with the intent to strengthen sustainable natural resource management. Under CTI, these may support the following:</p> <p><b>Regional:</b> Multilateral dialogue and agreements, coordinated action and/or policy endorsements  <b>National:</b> Laws, ordinances, policies and/or agreements among local jurisdictions for marine and coastal resource management  <b>Local:</b> Laws, ordinances, policies and/or agreements among jurisdictions for marine and coastal resource management</p> <p><b>Rationale:</b> Regional and coordinated institution building supports sustainable management of resources across the Coral Triangle. Policies, laws, agreements and regulations underpin institution building and strengthened regional governance.</p> <p><b>Data Collection and Analysis Methodology:</b> Project managers from each US CTI partners will submit information semi-annually to the Coral Triangle Support Partnership (CTSP) and the PI. The PI will consolidate this information into an Excel spreadsheet with an accompanying narrative.</p> <p><b>Disaggregate:</b> By country and by theme (e.g. MPA, integrated coastal management, fisheries etc.)</p> <p><b>Data source:</b> Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.</p> <p><b>Data Verification:</b> Copies of policies and laws or other indicator accomplishments will be available for verification.</p> <p><b>Baseline Information:</b> The baseline is October 2011.</p>			

<b>Indicator 4: Number of people receiving training in natural resources management and/or biodiversity conservation as a result of USG assistance</b>	<b>FY</b>	<b>Planned</b>	<b>Actual</b>
	<b>09</b>	<b>40</b>	<b>25</b>
	<b>10</b>	<b>100</b>	<b>108</b>
	<b>11</b>	<b>150</b>	<b>163</b>
	<b>12</b>	<b>125</b>	<b>125</b>
	<b>13</b>	<b>100</b>	
	<b>TOTAL</b>	<b>515</b>	<b>421</b>
<p><b>Unit of measure:</b> Number of persons receiving training in ecosystem approach to fisheries management (EAFM), MPA management, integrated coastal management, climate change adaptation, and other training activities conducted under the US CTI Support Program</p>			
<p><b>Definition:</b> The number of individuals participating in learning activities intended for teaching or imparting knowledge and information on natural resources management and biodiversity conservation with designated instructors, mentors or lead persons, learning objectives, and outcomes, conducted fulltime or intermittently.</p> <p>This includes formal and non-formal training activities, and consists of transfer of knowledge, skills, or attitudes through structured learning and follow-up activities, or through less structured means to solve problems or fill identified performance gaps. Training can consist of long-term academic degree programs, short- or long-term non-degree technical courses in academic or other settings, non-academic seminars, workshops, on-the-job learning experiences, observational study tours, or distance learning exercises or interventions. Subject areas include: EAFM, MPAs and MPA networks, integrated coastal management, climate change adaptation, sustainable financing, and other training activities relevant for coastal and marine management and conservation in the Coral Triangle.</p> <p><b>Rationale:</b> Capacity building for legislation, policy, environmental management and enforcement will be critical to the creation and effective management of fisheries, MPAs and Networks and adaptation to climate change across the region.</p> <p><b>Data Collection and Analysis Methodology:</b> Data will be recorded at each training activity, and combined using an Excel spreadsheet. A short narrative (paragraph) on the types, methodologies and subjects of trainings will be provided. All training data will be submitted through Trainet of the US Government.</p> <p><b>Disaggregate by:</b> Country, Gender and by Subject Area</p> <p><b>Data source:</b> Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.</p> <p><b>Data Verification:</b> Sign-up sheets that show lists of participants in trainings by day, gender and subject area verifiable through credible data sources. Information on follow-up contact with trainees available.</p> <p><b>Baseline Information:</b> Baseline October 2011 assumed to be zero.</p>			

<b>Indicator 5. Number of laws, policies, agreements, or regulations addressing climate change proposed, adopted, or implemented as a result of USG assistance</b>  <i>Unit of measure:</i> Number of laws, policies, agreements, or regulations	FY	Planned	Actual
	09	0	0
	10	0	0
	11	2	3
	12	1	1
	13	1	
	<b>TOTAL</b>	<b>4</b>	<b>4</b>
<p><b>Definition:</b> Policies, laws, agreements and regulations include those formed and formally endorsed by government, non-government, civil society, and/or private sector stakeholders with the intent to explicitly address climate change. Policies may also contribute to addressing climate change by addressing related sectors like forests, land use and agriculture, and urban development. Because many policies may affect climate indirectly, it is essential that the indicator narrative explains how the policies contribute to addressing climate change.</p> <p><b>Rationale:</b> The formal and informal institutional structures in the form of laws, policies, agreements, and regulations are essential aspects of many USAID programs because they provide the enabling environment on which actions are built and maintained.</p> <p><b>Data Collection and Analysis Methodology:</b> Data will be collected using an Excel spreadsheet, with accompanying short narratives (paragraphs) on the details of the benefits from each law, policy, agreement or regulation related to climate change adaptation.</p> <p><b>Disaggregate by:</b> Country and level of implementation (e.g., regional, national and site)</p> <p><b>Data source:</b> Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.</p> <p><b>Data Verification:</b> Copies of policies and laws or other indicator accomplishments will be available for verification.</p> <p><b>Baseline Information:</b> Baseline is October 2011, assumed to be zero.</p>			

<b>Indicator 6. Number of public-private partnerships formed as a result of USG assistance</b>  <b>Unit of measure:</b> Number of public-private partnerships formed supporting regional, national institution building and governance, including strengthened local or site management and seascape management	FY	Planned	Actual
	09	0	0
	10	3	0
	11	3	6
	12	4	4
	13	2	
	<b>TOTAL</b>	<b>10</b>	<b>10</b>
<p><b>Definition:</b> A partnership is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity. An operating unit or an implementing mechanism may form more than one partnership with the same entity, but this likely to be rare. Public entities include: the USG, developed country governments, multilateral development institutions, national governments of developing countries, and universities or other arms of national governments. For-profit enterprises and non-governments organizations (NGOs) are considered private. In counting partnerships we are not counting transactions.</p> <p><b>Rationale:</b> This indicator measures USG leveraging of public and private resources to regional institution building and governance, including strengthened target area management and seascapes, which is critical to improved and sustained management.</p> <p><b>Data Collection and Analysis Methodology:</b> Public-private partnerships that have been established with CTI support will be analyzed. To the extent that the partnerships support better regional management and coordination, they will be incorporated into an Excel spreadsheet with brief accompanying narrative that explains the public-private partnership.</p> <p><b>Disaggregate by:</b> Country.</p> <p><b>Data source:</b> Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.</p> <p><b>Data Verification:</b> Lists of partnerships verifiable through credible data sources and explanations.</p> <p><b>Baseline Information:</b> Baseline is October 2011, assumed to be zero. All new partnerships will contribute to this indicator.</p>			

<b>Indicator 7. Number of climate change vulnerability assessments conducted as a result of USG assistance [4.8.1-20]</b>  <i>Unit of measure:</i> Number of assessments.	FY	Target	Actual
	09	n/a	n/a
	10	n/a	n/a
	11	n/a	n/a
	12	5	0
	13	0	
	<b>Total</b>	<b>5</b>	<b>0</b>

**Definition:** Where existing vulnerability assessments carried out under national or donor processes are not sufficient for developing and implementing an adaptation program, a climate vulnerability assessment should be conducted using best practices, at a relevant temporal and spatial scale for the envisioned program, and involving key stakeholders. Best practices include the participatory identification of priority climate-sensitive sectors, livelihoods or systems; identification of priority populations and regions; assessment of anticipated climate and non-climate stresses; estimates of potential impacts; and assessment of exposure, sensitivity and adaptive capacity of the system to climate stresses. Targets are annual.

**Rationale:** Vulnerability assessments that take climate and non-climate stressors into account form the basis for adaptation programming by presenting an integrated problem analysis. A vulnerability assessment should inform, and will help to justify, an adaptation program by indicating why certain strategies or activities are necessary to minimize exposure to climate stress, reduce sensitivity, or strengthen adaptive capacity. A range of methods may be used, depending on the decision context, including participatory workshops, community-based PRA-type assessments, economic assessments, risk and vulnerability mapping, etc.

**Data Compilation and Analysis Methodology:** Documentation will consist of copies of Vulnerability Assessments conducted, report on results of VA conducted and/or presentations describing assessment results. This will be supported by the Terms of Reference for conducting the assessments and information on the members of the Vulnerability Assessment team including roles, responsibilities and contact information. These items will be sent to the CTSP RPO for CTSP related targets or the PI DCOP for PI targets.

**Disaggregated by:**

- Country

**Data source:** US CTI Support Program Activity Managers.

**Data Verification:** Copies of assessments will be available for verification. Copies of documents will be retained by Activity Managers.

**Baseline Information:** The baseline as of October 2011 is considered zero.

<b>Indicator 8. Number of institutions with improved capacity to address climate change issues as a result of USG assistance. [4.8.1-23]</b>  <i>Unit of measure:</i> Number of institutions.	FY	Target	Actual
	09	n/a	n/a
	10	n/a	n/a
	11	n/a	n/a
	12	37	37
	13	15	
	<b>Total</b>	<b>52</b>	<b>37</b>

**Definition:** Institutions with improved capacity will be better able to govern, coordinate, analyze, advise or make technical

decisions or to provide inputs to decision-making related to climate resilience, clean energy, or REDD+. This includes capacity to engage local communities to ensure that policies, plans, budgets and investments reflect local realities and ensure that local communities benefit from climate change investments in adaptation, clean energy, and REDD+.

Relevant institutions might include public sector entities (ministries, departments, working groups, local government units, academic institutions, Marine Protected Managements boards etc.) private sector entities, community groups (women's groups, CBOs or NGOs, farmers or fishing groups), trade unions or others.

Some examples of ways to enhance capacity could include participating in assessment or planning exercises, receiving relevant training, or gaining new equipment or inputs necessary for planning, assessment and management. Technical exchanges, certifications, or trainings could improve the capacity of an institution to engage with climate change adaptation, clean energy or REDD+. Changes to the institutional or policy environment, for example, facilitating collaboration between scientists and policymakers, or workshops or planning processes across sectors or themes (e.g. agriculture, environment, forestry, energy, and water) may also enhance capacity. Targets are annual.

**Rationale:** Good governance related to climate change is a precondition for successful adaptation, REDD+ and clean energy programs

**Data source:** US CTI Support Program Activity Managers.

**Data Compilation and Analysis Methodology:** US CTI Support Program Activity Managers will compile data for institutions receiving technical support identifying relevant activity and recipient details. Source documents will include descriptions of technical content from trainings, workshops, technical exchanges, or other assistance activities contributing to building of institutional capacity. Source documentation may also include training materials, assessment materials, proceedings or activity reports describing the assistance, participant lists from workshops or trainings with daily signed attendance sheets, copies of certificates of completion, correspondence documenting content and duration of technical exchanges, correspondence from recipients describing and verifying type of assistance received, and documentation of equipment provided to enhance climate change planning or management. Different sub-sections of any single institution that are geographically or hierarchically distinct will be treated as a separate institution for the purpose of measurement. For example, the national, regional and local office of a Ministry of Fisheries will be treated as separate institutions. Each Program team member (CTSP, NOAA and the PI) may count the same institutions towards their respective targets; however, each Program team member can only count a respective institution once. For example, NOAA, CTSP and the PI may all count support to a national Ministry of Fisheries as targets achieved; however, if there is repeated capacity building assistance provided to the national Ministry of Fisheries over the course of the Program, it can still only be counted once by CTSP, NOAA and/or the PI. In addition wherein a single individual is a member of more than one institution, it is the number of institutions the individual represent rather than the individual that will count towards targets.

**Disaggregated by:**

1. Adaptation, REDD+, Clean energy, Cross-cutting
2. Country
3. Type of institution (government; other)

**Data Verification:** Copies of source documentation will be available for verification. Copies of documents will be retained by Activity Managers.

**Baseline Information:** The baseline as of October 2011 is considered zero.

<b>Indicator 9: Number of women or girls receiving training in natural resources management and/or biodiversity conservation as a result of USG assistance.</b>			
<b>Unit of measure:</b> Number of women or girls receiving training in ecosystem approach to fisheries management (EAFM), MPA management, integrated coastal management, climate change adaptation, and other training activities conducted under the US CTI Support Program.	<b>FY</b>	<b>Target</b>	<b>Actual</b>
	09	n/a	n/a
	10	n/a	n/a
	11	n/a	n/a
	12	38	38
	13	33	
	<b>Total</b>	<b>71</b>	<b>38</b>
<b>Definition:</b> The number of women or girls participating in learning activities intended for teaching or imparting knowledge and information on natural resources management and biodiversity conservation with designated instructors, mentors or lead persons, learning objectives, and outcomes, conducted fulltime or intermittently.			
This includes formal and non-formal training activities, and consists of transfer of knowledge, skills, or attitudes through			

structured learning and follow-up activities, or through less structured means to solve problems or fill identified performance gaps. Training can consist of long-term academic degree programs, short- or long-term non-degree technical courses in academic or other settings, non-academic seminars, workshops, on-the-job learning experiences, observational study tours, or distance learning exercises or interventions. Subject areas include: EAFM, MPAs and MPA networks, integrated coastal management, climate change adaptation, sustainable financing, and other training activities relevant for coastal and marine management and conservation in the Coral Triangle.

**Rationale:** Capacity building for legislation, policy, environmental management and enforcement will be critical to the creation and effective management of fisheries, MPAs and Networks and adaptation to climate change across the region.

**Data Collection and Analysis Methodology:** Data will be recorded at each training activity, and combined using an Excel spreadsheet. A short narrative (paragraph) on the types, methodologies and subjects of trainings will be provided. All training data will be submitted through Trainet of the US Government.

**Disaggregate by:** Country, and by Subject Area

**Data source:** Designated national or sub-national agencies within Coral Triangle countries with authority over marine areas ; field management teams; and non-government organizations.

**Data Verification:** Sign-up sheets that show lists of participants in trainings by day, gender and subject area verifiable through credible data sources.

**Baseline Information:** Baseline October 2011 assumed to be zero.

<b>Indicator 10. Number of stakeholders in Timor-Leste with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance [4.8.2-26]</b>  <b>Unit of measure:</b> Number of organizations.	FY	Target	Actual
	09	n/a	n/a
	10	n/a	n/a
	11	n/a	n/a
	12	0	0
	13	0	
	<b>Total</b>	0	0

**Definition:** Adaptive capacity is the ability to adjust to climate change, to moderate potential damages, to take advantage of opportunities, or to cope with the consequences. USG support to increase adaptive capacity should aim beyond only the near term, to also have benefits in the middle and longer term. An increase in adaptive capacity can be shown with the use of surveys or assessments of capacities. Having the “ability to adjust” to climate change impacts will measure an objective of the project to deal with climate stresses (in the context of other stresses). Stakeholders with improved adaptive capacity may be:

- Implementing risk-reducing practices/actions to improve resilience to climate change, for example:
- Implementing water-saving strategies to deal with increasing water stress
- Making index-based micro-insurance available to assist farmers in dealing with increasing weather variability
- Adjusting farming practices like soil management, crop choice, or seeds, to better cope with climate stress
- Implementing education campaigns to promote the use of risk reducing practices, like use of storm shelters and bed nets that help people cope with climate stress

Using climate information in decision making, for example:

- Utilizing short term weather forecasts to inform decision-making, for example, by farmer cooperatives, disaster or water managers
- Utilizing climate projections or scenarios to inform planning over medium to longer term timescales, for example, for infrastructure or land use planning
- Conducting climate vulnerability assessment to inform infrastructure design or planning as “due diligence”



This indicator relates most closely to two of the three main categories under the adaptation pillar: support for improved information and analysis, and implementation of climate change strategies. The narrative accompanying this indicator should describe adaptive capacity in the project context and indicate the stakeholders involved. Targets are annual.

**Linkage to Long-Term Outcome or Impact:** This indicator is a measure of stakeholders' abilities to understand, plan, and act as climate stresses evolve. The ability to deal with climate change will depend on awareness, information, tools, technical knowledge, organization, and financial resources, which are partly captured by this indicator.

**Indicator Type:** Outcome.

**Unit of Measure:** Stakeholders, as defined by the project is organization.

**Use of Indicator:** These results will help to estimate the coverage and effectiveness of USAID's portfolio.

**Data Source and Reporting Frequency:** Data for this indicator should come from project documentation about activities and stakeholders engaged, ideally validated by surveys or interviews to ensure the use, retention, and continuation of risk reducing measures, information use, or other forms of adaptive capacity. Project implementers should gather data about stakeholder capacities through standard M&E procedures, such as quarterly and annual reports. A baseline survey or assessment of capabilities should be updated over the course of the project at regular intervals. US CTI Support Program Activity Managers.

**Known Data Limitations:**

Reliability: Consistent methods should be used from year to year to capture this indicator.

Timeliness: Projects may not be able to report on this indicator in terms of actual use of information or implementation of risk reducing practices in initial years.

**Disaggregate(s):**

- Implementing risk reducing practices or actions to improve resilience to climate change.
- Using climate information in decision making.

**Baseline Timeframe:** Baseline October 2011 assumed to be zero.

## 8. US CTI SUPPORT PROGRAM INTEGRATOR GENDER ACTION PLAN NOVEMBER 2010

### 8.1 Introduction to the Gender Plan

#### USAID Gender Requirements

In 2010, USAID updated its Automated Directives Systems (ADS) gender programming requirements to reflect the Administration's core commitment to gender equality and women's empowerment. The updated ADS reinforces the importance of gender analysis for its role in informing the design of strategies and programs to deliver better results. One of the priorities is to help promote greater institutionalization of a gender perspective throughout all USAID programs.

USAID's approach to gender integration is based on gender analysis which is built around two key questions:

- How will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work to be undertaken?
- How will the anticipated results of the work affect women and men differently?

Gender analysis is now mandatory for the design of strategic plans and assistance objectives. Gender analysis continues to be mandatory for projects/activities and attention to gender issues in the procurement process has been significantly strengthened. Technical officers are required to integrate the findings of gender analyses into all aspects of a proposed project. Technical evaluation criteria of all procurements must address gender issues so that contractors and grantees can be held accountable for their ability to impact gender inequalities. Performance management systems and evaluations at the assistance objective and project/activity levels must include gender-sensitive indicators and sex-disaggregated data

These strengthened requirements provide USAID technical officers with a very powerful tool to identify and take gender inequalities, roles and relationships into account, leading to more effective and sustainable development. ADS Gender Requirements can be located in the following sections:

- High-level Planning (ADS 201.3.9.3);
- Project/Activity Planning (ADS 201.3.11.6);
- Project and Activity Procurement (ADS 302.3.5.15 for contracts and ADS 303.3.6.3c for grants and cooperative agreements); and
- Project and Activity Monitoring and Evaluation (ADS 203.3.4.3).

#### Supporting Gender Integration in the CTI

The PI is committed to promoting gender equity and equality in its programming in the CT through the application of gender analysis and integration. Sustainable coastal and marine zone management requires a clear understanding of the differences and inequalities between women and men because their needs and interactions are often quite different in relation to aquatic and related resources. Access to and control over these resources, the resulting benefits, and related decision-making are often differentiated by gender. Female resource users often possess different knowledge about marine, coastal, and estuarine biodiversity

than men. For example, in many countries, it is mostly women who are engaged in inland fishing. Further, marginalized groups are often short-changed in resource use patterns, access to land, natural resources, equipment, labor, capital, outside income, and education. Unequal distribution and access to coastal and marine resources remains a significant concern in effective coastal zone management in developing countries.<sup>1</sup>

Although the CT Regional Plan of Action makes reference to human equity, social resilience, community based approaches and a commitment to addressing the economic, social and ecological drivers of marine and coastal management and conservation, explicit reference to gender or women is made only as part of the Goal 2: Ecosystem approach to management of fisheries (EAFM) and other marine resources fully applied and to only the following two targets:

- Target 2: Improved income, livelihoods and food security in an increasingly significant number of coastal communities across the region through a new sustainable coastal fisheries and poverty reduction initiative (“COASTFISH”); and
- Target 3: Effective measures in place to help ensure exploitation of shared tuna stocks is sustainable, with tuna spawning areas and juvenile growth stages adequately protected.

The broader omission of explicit reference to gender or women is not necessarily a reflection of a lack of its prioritization as an issue in the Coral Triangle as all CT6 countries are signatories to the Beijing Declaration and Platform for Action and the UN Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women. The CT6 countries undoubtedly recognize gender as one variable of many that affects marine and coastal resource management. However, the lack of consistent reference in RPOA and NPOA documents does reflect a missed opportunity to ensure that gender considerations are consistently integrated into planning, implementation, and monitoring and evaluation of policies, legislation, and activities. Simply raising the question of the gender implications of an activity increases awareness, sensitivity, and opportunity for women’s empowerment and participation.

The PI will work to actively incorporate gender analysis and address gender integration into its programming and promote gender sensitive practices and approaches within the CT when working with the Secretariat, NCCs and Program Partners. The aim will be to not only identify and address every opportunity to increase equity and equality but to promote the practice of gender analysis as a way of doing business and encouraging its incorporation as an institutional norm. This gender action plan is organized within the framework of the PI’s scope of work for the program. The plan addresses gender along various programmatic dimensions including task, result area and program mechanism and along the full activity cycle including planning, implementation, monitoring and impact analysis. The plan aims to provide a pragmatic approach that can be easily and consistently applied and implemented, maximizes impact, and serves as a model that promotes the practice of gender analysis and integration as a CT norm in pursuit of RPOA and NPOA goals.

## 8.2 Goal and Objectives

The **goal** of the PI’s gender action plan is to promote the empowerment of women and marginalized groups in the Coral Triangle to achieve equity in the management and benefits that flow from coastal and marine resources.

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<sup>1</sup> <http://www.genderandwater.org>

The **objectives** of the PI's gender action plan are the following:

- To serve as an institutional and programmatic model for gender integration within the Coral Triangle. This will be done through application of gender analysis across all Program elements (administrative, technical and operational), activity area (by task, result and program mechanism) and in consideration of the full activity cycle (planning, implementation, monitoring and evaluation);
- To capitalize on opportunities identified by gender analyses that maximize impact towards gender equity and empowerment of minorities in pursuit of CT goals; and
- To promote a norm of gender analysis and integration in CT institutions as a function of pursuing RPOA and NPOA goals.

### **8.3 Approach**

The PI will work with team members within the US CTI Support Program to consistently apply gender analysis across all program elements, increase the awareness of gender issues in the Coral Triangle, and maximize opportunities to promote gender equality and equity. It will work with US CTI Support Program team members and regional Partners to identify areas of synergy with planned or ongoing initiatives that promote gender equality and equity in pursuit of CT priorities.

The level of gender analysis applied will be determined by the complexity and potential impact of any activity. A sample gender and integration analytical guide is provided in Section 4, which will be elaborated upon or tailored as needed. At the very fundamental level, the PI will ask the following questions when embarking on any activity:

- How will the different roles and status of women and men affect the initiative to be undertaken?
- How will the anticipated results of the initiative/activity affect women and men differently?
- What can the PI/Program do to promote gender equity and equality as a part of this initiative/activity?

For each of its activities as appropriate, the PI will have gender related target outcomes. Overall, the program will aim for the following:

- Hiring practices that aim for a target of 50% female staff;
- A minimum of 30% female participation in all capacity building efforts including Regional Exchanges and Trainings;
- Gender considerations incorporated as a topic in the development of all CT related policies; and
- Gender considerations incorporated as a topic in the development of all CT related planning documents and agreements including PPPs, Learning Networks, etc.

### **Gender Integration in PI Administration and Overall Programmatic Support Activities**

#### **Administrative Activities**

The PI addresses gender in its staffing, procurement and award actions by promoting equity in hiring practices and integrating gender issues as appropriate in Requests for Proposal (RFPs) and Requests for

Application (RFAs). The PI aims for a target of 50% female representation on its staff. In its sub-contract and sub-awards, the PI will encourage the solicitation of female candidates for work to be carried out.

*Target Outcome:* Hiring practices that aim for a target of 50% female staff.

### **Programmatic Support Activities**

The PI's overall US CTI Support Program activities correlate to the following four tasks as identified in the Tetra Tech ARD Task Order:

- Task 1: Coordination of USG CTI Activities and Current USG Activities in the Region
- Task 2: Coordination with Non-USG Coral Triangle Programs
- Task 3: Internal and External Communications; and
- Task 4: USAID Administrative Support.

For each of these Task areas, the PI pursues gender integration through a number of entry points with the objective of ensuring that opportunities to advance gender equity and equality in the pursuit of CT goals are identified and acted upon.

**Task 1: Coordination of USG CTI Activities and Current USG Activities in the Region:** The PI uses its coordination role to raise the issue of gender considerations in US CTI Support Program activities and operations as relevant and appropriate during team calls and meetings. The PI addresses gender in consolidated reporting including on the Performance Management Plan (PMP) target result information. The PMP Indicator 4. Number of people receiving USG support training in natural resources management and /or biodiversity conservation as a result of USG assistance target results are tracked and disaggregated by gender data.

As a part of overall coordination and integration efforts, the PI will work with NOAA and CTSP to ensure gender analysis and integration are incorporated into joint activities. The PI will also work with USAID and the US CTI Support Program team to identify opportunities for synergy with other planned or ongoing USG activities. This includes reaching out to the PATH Foundation and the USAID BALANCE Project in the region.

*Target Outcome:* Gender analysis applied to all joint Program team activities.  
Minimum of 30% female participation in all jointly implemented Program team exchanges or trainings.

**Task 2: Coordination with Non-USG Coral Triangle Programs:** The PI has been facilitating the coordination of CTI Partners by hosting regular conference calls, assisting with arrangements for on-site meetings, participation in development of joint communications, and other activities including information management support through the Project Map and the US CTI Support Program Portal. The PI uses its coordination role to raise the issue of gender considerations when engaging with regional Partners including the application of gender analysis as appropriate. This includes activities or areas of joint concern such as the establishment of the permanent Secretariat and the development of its related agreements; implementation of the State of the Coral Triangle being led by ADB; and planning for regional Capacity Needs Assessment to be led by Australia.

*Target Outcome:* Gender considerations incorporated into agreements, assessments, communiqués and other areas of joint Partner effort as appropriate.

**Task 3: Internal and External Communications:** The PI's communication role includes preparing materials for both USAID and the Program consumption as well as for a variety of external audiences. These communications serve not only to capture and present information on program progress and achievements but also in instances address technical needs. Information and Education Campaigns (IEC) are anticipated to take on a greater importance in Program years 3-5 with the PI taking leadership as needed. The PI will partner with its on-the-ground team members to create materials for them to deliver that raise gender awareness within Coral Triangle communities. Photos and stories will be presented in a clear and simple way to encourage modified approaches as needed, participation, decision-making, and livelihood benefits for women and marginalized groups.

As part of Task 3, the PI's communication team will apply gender analysis as appropriate when addressing content, format, audience, and distribution/access of materials. The communications team will be a conduit to promote gender analysis as an approach to gender integration and highlight success stories that reflect women in leadership positions or actively participating in coastal and marine conservation. The stories will be presented on US CTI communication materials targeting USAID, Program team members, partners, and the general public.

The PI will also undertake regular capture of lessons learned which will be analyzed and shared in reports, on the portal, and through adaptive management efforts. A gender folder will be created on the US CTI partner portal to serve as a resource for the US CTI partners in incorporating gender into their activities.

*Target Outcome:* US CTI Support Program Lessons Learned on Gender captured and disseminated.

**Task 4: USAID Administrative Support:** The PI provides USAID with gender related information and data as needed to address USG reporting requests and requirements.

## **Gender Integration and PI Technical Assistance**

The PI gender integration approach within its technical assistance efforts are addressed below by result framework and program mechanism areas. The PI will utilize gender analysis and integration for both the activities in which it is the lead and in joint programming efforts.

**IR1.1 Policies Developed and Advanced:** In all Program activities with a policy component including those addressed through Regional Activity Team Exchanges, the PI will promote the usage of gender analysis as part of the development process. This includes addressing gender in research and planning activities as well as encouraging the inclusion of gender specific sections in finalized policy documents as relevant and appropriate.

*Target Outcome:* Gender analysis incorporated into development process of 100% of CT related policies supported by the PI.

**IR1.2 Institutional Capacity:** The PI will promote gender awareness and encourage the CTI Secretariat and NCCs to consistently integrate gender considerations in addressing CT priority actions. The PI will promote the institutionalization of gender analysis as a consistently applied approach in CT administrative and operational planning and implementation. This includes supporting the inclusion of gender Considerations in the staffing structures of the interim and permanent Secretariat and NCCs and ensuring that gender issues are deliberated and incorporated into hiring, financing and other agreements. The PI will

also encourage the Secretariat to take a leadership role in promoting gender equity and equality as an issue. This includes promotion of women's participation in CT events; support of activities that raise awareness and positively impact women's role in coastal and marine management and conservation; and advocating for the greater inclusion of gender considerations and consistent application of gender analysis in pursuit of CT goals.

*Target Outcome:* Gender analysis incorporated into development process of 100% of CT related planning documents and agreements supported by the PI.

**IR1.3 Learning and Information Networks Strengthened:** The PI is supporting the development of a CT Learning Network through the Coral Triangle Center and a regional Mayor's Round Table. The PI anticipates that the CT Learning Network will be based on the sharing of best practices which it will encourage to include specific lessons learned as related to gender. The PI will encourage the active participation of women in its Learning Network activities as well as the application of gender analysis in planning exercises and inclusion of specific gender components in agreements developed.

As local governments are addressing coastal and marine management issues at the front line, the PI will also actively promote the integration of gender issues in this particular work stream. This includes identifying potential areas of synergy with USAID efforts addressing gender related issues including the BALANCE project. As many government officials in the region are men, the program will work to encourage women's representation in activities and facilitate the specific address of gender in community planning, policy development and agreements formulated.

*Target Outcome:* Gender analysis incorporated into development process of 100% of CT related planning documents and agreements supported by the PI.

**IR1.4 Public and Private Sectors Engaged:** Public-Private Partnerships provide a unique opportunity to empower women economically, politically and socially. The PI is working to facilitate CT6 countries in the development of PPPs related to RPOA and NPOA priorities. As part of its strategic approach, the PI will promote gender analysis in the development of PPPs and identify specific opportunities to promote women's engagement in partnerships.

*Target Outcome:* Gender considerations addressed in 100% of PI supported PPP agreements as a specific element.

**R2. EAFM improved in the CT; R3. MPA Management Improved in the CT; and R4. Capacity to Adapt to Climate Change improved in CT**

Intermediate results for these results involve the development of frameworks, increase of capacity, and direct application in priority geographies. The PI will address gender in these Result areas with the same strategic approach it applies to Result 1 described above and programmatic Mechanisms described below. The PI will work especially closely with CTSP to ensure that regional activities maximize programmatic impact and synergy at the priority geography level including empowerment of women and minorities. It will work closely with NOAA and CTSP to promote gender analysis as a component of science based decision making which includes supporting CT Atlas efforts with the inclusion of socio-economic data.

## Activities by Program Mechanism

The PI utilizes a number of mechanisms to implement its technical support including Regional Activity Teams, Regional Exchanges, and Small Grants. In Year 3, the US CTI Support Program will expand activities to promote Information and Education Campaigns as a mechanism upon the recommendation of the USAID US CTI Support Program Mid-term Review (October 2010). The below sections describe how each mechanisms will integrate gender.

**Regional Activity Teams (RATs):** The RATS were developed as a mechanism to integrate US CTI Support Program team activities at the regional level including Marine Protected Area (MPA) management: Life Reef Food Fish Trade (LRFFT); Illegal, Unreported and Unregulated (IUU) Fishing; and Climate Change Adaptation (CCA). In Year 3 these teams will be reformed into three Regional Activity Teams: Eco-based Approach to Fisheries Management (EAFM) team with IUU and LRFFT subsumed under it, and MPA and CCA teams.

The RATs work with other PI mechanisms to advance CT priorities. Gender is addressed on two levels: 1. Through PI participation in RATs teams and planning of RATs activities; and 2. In the implementation of RATs activities. Where the PI provides leadership to a RAT team, it will actively promoting gender analysis and integration in calls and planning activities. Where the PI is not the lead of a RAT but a participant, the PI will provide leadership in the promotion of gender analysis and integration. As the RATS works to support CT thematic working groups, the PI will promote a norm of gender analysis as the way of doing business.

*Target Outcome:* CT6 Working Groups adopt Gender Analysis as a standard practice.

**Regional Exchanges:** This mechanism is used for various ends including capacity building, policy development, and activity planning – often in combination. Gender analysis and integration is applied at two levels 1. The planning of the exchange and development of its content and 2. The implementation phase of the Exchange. During the planning phase, the PI works very closely with the Program team, CTI Secretariat and NCCs to identify the most appropriate candidates based on anticipated outcomes of the exchange and impact. Participants are selected to ensure a balance of representation across multiple variables including country and gender. Facilitators are coached on cultural differences and power dynamics that often affect participation of groups that are traditionally disempowered such as women, minorities and youth. They are also provided guidance on how to address these differences to ensure respectful and equal participation. During exchanges, facilitators ensure through participation and content that gender is addressed. Policy development and action planning activities incorporate gender analysis as a component of discussion and CT6 participants are encouraged to explicitly address gender analysis and integration in the content of these and other products.

*Target Outcome:* At least 30% of all participants in regional exchanges are female.

**Small Grants:** The small grants mechanism is used to advance CT goals through catalytic opportunities building on the outcomes of regional exchanges or other activities. Gender analysis and integration is applied at the administrative and operational levels as well as through technical implementation of the grant. Prospective grantees are required to address gender considerations in the application process and in the negotiation process work with the Small Grants Manager to explore and address additional opportunities to promote gender equity and equality. During the technical implementation of the activities, the grantee



provides updates on overall progress including gender implementation and provides data and source documentation towards targets in the PI PMP.

*Target Outcome:* At least 30% of all participants in grant supported trainings are female.

Information and Education Campaigns (IEC): The USAID US CTI Support Program Mid-term Review encouraged the application of IEC campaigns to promote awareness of the CTI and its priorities. The PI will promote gender analysis and integration into IEC planning and monitoring and evaluation. IEC initiatives provide a unique opportunity to rapidly reach large populations. Gender analysis will be used to feed into both targeting and messaging of information. The PI will make a concerted effort to measure impact of campaigns on multiple variables and populations including women and traditionally marginalized groups.

## **Monitoring and Evaluation**

The PI undertake various levels of monitoring and evaluation both to feed into an overall approach of adaptive management and to fulfill USAID contractual and reporting obligations. The US CTI Support Program disaggregates PMP targets for Indicator 4 by gender and provides progress updates on a semi-annual basis. The gender analysis and integration process in itself encourages a constant review of impact and outcomes that feeds into decision making. Applications of gender analysis and integration processes are captured in meeting notes, planning documents and through activity outcomes and products. Evaluations of major initiatives such as IEC campaigns will include a gender lessons learned component that will be shared as appropriate with the program and broader partners through the Portal, Learning Networks and other activities. The PI will report on gender accomplishments and lessons learned as part of its semi-annual reporting process.

*Target Outcome:* Lessons learned for major activities and initiatives are captured and disseminated. USAID semi-annual and annual reports will include a discussion of achievements, challenges and corrective actions as related to gender.

## **8.4 Gender Analysis and Integration Guide**

USAID's approach to gender integration is based on gender analysis which is built around two key questions:

- How will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work to be undertaken?
- How will the anticipated results of the work affect women and men differently?

Below are simplified components of a gender analysis:

1. Analysis of sex-disaggregated data and information
2. Assessment of roles and responsibilities/division of labor
3. Consideration of access to and control over resources
4. Examination of patterns of decision-making
5. Examination of the data using a gender perspective (i.e., in the context of women and men's gender roles and relationships)

The United Nations Development Programme synthesizes the steps of gender analysis in this way:

(1) Sex-Disaggregated Data + (2) Analysis + (3) A Gender Perspective = Gender Analysis

In general, all gender analysis approaches should examine representation of men and women in a particular sector (e.g., education, health, or economic growth), how resources are distributed, and why these differences exist. It may also be useful to examine the historical and contemporary social context relevant to the specific sector to understand gender differences.

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The following are steps and related questions that should be applied to each activity or initiative as appropriate. Questions should be adapted or modified as necessary and relevant to a particular subject or context.

#### 1. Analysis of Sex-Disaggregated Data and Information

- Review any sex-disaggregated data relevant to the specific technical sector's proposed project or activity.

#### 2. Assessment of Roles and Responsibilities/Division of Labor

- Consider men's and women's roles and responsibilities in relation to formal and informal employment, community participation, local/community politics, family and household roles, etc.
- Where is there greater participation of women or men? What are the reasons for this?
- What are the barriers to an equitable division of labor and equal opportunity?
- Where do opportunities or entry points exist to encourage an equitable division of labor and equal opportunity?
- What different roles do boys and girls play within the household and community? How might this affect their access to education, health care, etc.?

#### 3. Consideration of Access to and Control over Resources

- Who has access to and control of resources and services?
- It is important to distinguish between the concepts of access and control when examining how resources are allocated between women and men. Access means a person or group can use a resource (e.g., land to grow crops), while control means that a person or group can make decisions about who uses or disposes of a resource (e.g., selling land and gaining the profits).
- Look at the assets that men and women have, including human capital assets (e.g., education), financial assets, natural assets (e.g., land), and social assets (e.g., social networks, time).

#### 4. Examination of Decision-Making Patterns

- In what decision-making do men and women participate? Analysis can include the national, community, and household level.
- Look at any constraints to decision-making. In some contexts, there may be formal constraints on women to participate in decision-making, while in others, the impediments may be de facto. Analyze and discuss how women and men are actually participating in decision-making. Such an analysis should include not only who is present when decisions are made but also who has actual power over the outcomes of the decision-making process.

#### 5. Examination of the Data Using a Gender Perspective

- The use of a gender perspective means not simply presenting sex-disaggregated data but interpreting the data by considering the differences between men's and women's needs, priorities, responsibilities, status, perspectives, strengths, activities, opportunities, and constraints, among

many other factors, over both the short and long term. Using all of the information collected from steps 1-4, it becomes possible to compile a comprehensive picture of the gender roles, responsibilities, and relations in a particular country, community, or project.

- Within the context of any particular development problem, such gender-related data is essential to defining linkages between cause and effect and deciding how specific development goals will be achieved. The gender analysis conducted at the country strategic plan level may require further refinement, including the gathering of more data, as USAID technical officers transform the strategic plan into Assistance Objectives, Intermediate Results, projects, and activities.

## **8.5. Gender Plan References**

*Beijing Declaration and Platform for Action*, September 1995.

<http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>

*Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security Regional Plan of Action*.

*Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security Indonesia Draft National Plan of Action*, December 2009.

*Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security Malaysia Draft National Plan of Action*, October 2009.

*Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security Republic of the Philippines National Plan of Action*, October 2009.

*Government of Timor-Leste Ministry of Agriculture and Aquaculture Secretary of State for Fisheries and Aquaculture National Plan of Action for the Coral Triangle Initiative (CTI)*, December 2009.

*PNG Marine Program on Coral Reefs, Fisheries and Food Security 2010 – 2015*.

*Solomon Islands National Plan of Action Coral Triangle Initiative on coral reefs, fisheries and food security*, November 2009.

*USAID Guide to Gender Integration And Analysis: Additional Help for ADS Chapters 201 and 203*  
New Reference: 03/31/2010. Responsible Office: EGAT/WID. File Name: 201sab\_033110

## 9. LIFE OF PROGRAM OUTPUTS AND OUTCOMES FOR THE US CTI SUPPORT PROGRAM

The specific outputs and outcomes the PI and US CTI Support Program will produce to achieve these Results are summarized in Table II. The parentheses following each output indicate the project designated to lead coordination for achieving the output. The PI will lead Program support to strengthen the recently adopted CTI Technical Working Groups (TWGs), specifically EAFM, MPA and CCA, with a focus on the CCA TWG; support to the Regional Secretariat and Working Groups on Monitoring and Evaluation and on Coordination Mechanisms; development of a CTI Regional Learning Network; and support for development of a CTI Regional Alliance and Network of Local Governments.

**Table II. Life of Program Outputs and Outcomes Table for the US CTI Support Program**

CATEGORIES	OUTPUTS BY USCTI RESULT AREAS				PLACE-BASED OUTCOMES
	PLATFORMS	EAFM	MPA	CCA	
REGIONAL LEVEL	Functional TWGs Strengthened (PI+CTSP)	EAFM/Integrated Framework Adopted (CTSP+PI+NOAA)	MPA/Integrated Framework Adopted (CTSP+PI+NOAA)	CCA/Integrated Framework Adopted (PI+NOAA+CTSP)	<i>Regional Coastal-Marine Governance Transformed Through Innovative Approaches and Best Practices</i>
	Regional Secretariat/IEC Operations Enhanced (PI)	Live Reef Fish Trade (LRFT) Standards Developed (CTSP+NOAA+PI)	CTMPAS Established (CTSP)	Vulnerability & Adaptation Assessment Tools Adopted (NOAA+CTSP+PI)	
	University Network/Science Advisory Group Enhanced (PI+CTSP)	Integrated CT Atlas/Servir for Decision Support Expanded & Adopted (CTSP+NOAA)	Integrated CT Atlas/Servir for Decision Support Expanded & Adopted (CTSP+NOAA)	Integrated CT Atlas/Servir for Decision Support Expanded & Adopted (CTSP+NOAA)	
	Local Government Alliance & PP Partnerships Strengthened (PI+CTSP)	IUU/MCS Network Established & Strengthened (NOAA+CTSP)	MPA Mgt Effectiveness Protocol Adopted (CTSP)		
NATIONAL LEVEL	NCC Operations/IEC Enhanced (CTSP)	EAFM/Integrated Policy Adopted (CTSP)	MPA/Integrated Policy Adopted (CTSP)	CCA/Integrated Policy Adopted (CTSP)	<i>National CTI Interagency Body Taking Joint Actions for Maintaining Ecological Productivity and Food Security Across the Region</i>
	University Network Strengthened (CTSP+PI)	National EAFM & IUU-MCS Capacity Building Implemented (NOAA+CTSP)	National MPA Capacity Building & CTMPAS Implemented (CTSP+NOAA)	CCA Capacity Building Implemented	
		LRFT Standards Adopted (NOAA+CTSP)	Mgt Effectiveness Protocol Adopted and Implemented (CTSP)	Vulnerability & Adaptation Assessment Tools Adopted and Implemented (NOAA+CTSP +PI)	
PRIORITY GEOGRAPHY/ SITE LEVEL	Government/Community Support Established & Strengthened (CTSP)	Enabling EAFM/Integrate Local Policy Adopted (CTSP) Constituency Bldg/Functional Management Body Strengthened (CTSP)	Enabling MPA/Integrated Local Policy Adopted (CTSP) Constituency Bldg/Functional Management Body Strengthened (CTSP)	Enabling CCA/Integrated Local Policy Adopted (CTSP) Constituency Bldg/Functional Management Body Strengthened (CTSP)	<i>Effective and Integrated Governance of Coastal-Marine Resources Demonstrated at Site Level</i>

		IEC/Enforcement Capacity Increased (CTSP)	IEC/Enforcement Capacity Increased (CTSP)	IEC/Enforcement Capacity Increased (CTSP)	
	Functional Linkages with University Network & PPP Enhanced (CTSP)	EAFM Spatial/Management Plan & LRFT Plan Adopted (CTSP)	Spatial/Management Plan Adopted (CTSP)	Vulnerability & Adaptation Assessment Conducted (CTSP)	
		M&E System In Place (CTSP)	M&E System In Place (CTSP)	M&E System In Place (CTSP)	
		Sustainable Livelihoods Options Introduced (CTSP)	Sustainable Livelihoods Options Introduced (CTSP)	Resiliency and Adaptation Measures Implemented (CTSP)	
THEMATIC OUTCOMES	<i>Number of Regional, National and Subnational Platforms Strengthened Through Support Interagency and Multisectoral Collaboration Across CT Region</i>	<i>Hectares of Fisheries Resource Areas Demonstrating Sustainable and Effective Management Systems for Maintaining Ecological Productivity and Food Security Across the CT Region</i>	<i>Hectares of No-Take/Protected Areas Demonstrating Sustainable and Effective Management Systems for Maintaining Ecological Productivity and Food Security Across the CT Region</i>	<i>Number of People with Reduced Vulnerability and Increased Resiliency Through Application of Adaptation Measures in Natural and Human Systems</i>	US CTI GOAL: Improved management of biologically and economically important coastal-marine resources and associated ecosystems that support the livelihoods of peoples and economies in the Coral Triangle.